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Jewish Community Federation Leadership Oral History Project

Laurence E. Myers

PRESIDENT, JEWISH COMMUNITY FEDERATION OF SAN FRANCISCO,
THE PENINSULA, MARIN AND SONOMA COUNTIES, 1986-1988

With Introduction by
Jerome I. Braun

Interviews Conducted by
Eleanor K. Glaser
in
1992

Since 1954 the Regional Oral History Office has been interviewing leading participants in or well-placed witnesses to major events in the development of Northern California, the West, and the Nation. Oral history is a modern research technique involving an interviewee and an informed interviewer in spontaneous conversation. The taped record is transcribed, lightly edited for continuity and clarity, and reviewed by the interviewee. The resulting manuscript is typed in final form, indexed, bound with photographs and illustrative materials, and placed in The Bancroft Library at the University of California, Berkeley, and other research collections for scholarly use. Because it is primary material, oral history is not intended to present the final, verified, or complete narrative of events. It is a spoken account, offered by the interviewee in response to questioning, and as such it is reflective, partisan, deeply involved, and irreplaceable.

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The Regional Oral History Office would like to express its thanks to the Jewish Community Endowment Fund of The Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties. Their encouragement and support have made possible the Jewish Community Federation Leadership Oral History Project.

PREFACE

The Jewish Community Federation Leadership Oral History Project was initiated in 1990, under the sponsorship of the Jewish Community Endowment Fund, to record the recent history of the Jewish Welfare Federation. Through oral histories with the thirteen living past presidents of the Federation, the project seeks to document Jewish philanthropy in the West Bay as spearheaded by the Federation during the past half-century.

The Jewish community can take pride in the manner in which it has, through the years, assumed the traditional Jewish role of providing for the less fortunate. Organized Jewish philanthropy in San Francisco began in 1850 with the Eureka Benevolent Association, today's Jewish Family and Children's Service Agency. With the organization in 1910 of the Federation of Jewish Charities, the community took the major step of coordinating thirteen separate social service agencies. The funding of local services was absorbed by the Community Chest when the Federation affiliated with it in 1922. Soon thereafter, the need was seen for an organization to support the financial needs of national and overseas agencies. This led to the formation of the Jewish National Welfare Fund in 1925, which pioneered in conducting a single annual campaign for Jewish needs outside of San Francisco. The Federation of Jewish Charities and the Jewish National Welfare Fund merged in 1955, becoming the Jewish Welfare Federation, the forerunner of the present Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties.

This oral history project was conceived by Phyllis Cook, executive director of the Jewish Community Endowment Fund, and Eleanor Glaser, the oral historian who had just completed the oral history of Sanford M. Treguboff, the late executive director of the Federation. They realized that 1990 would be the thirty-fifth year of the Jewish Welfare Federation and that it was none too soon to try to capture the insights and experiences of the Federation's first presidents. Not only would these leaders be able to document the dynamic history of the Federation, but they could link that to the activities of several other agencies since all had prepared themselves for their services as Federation president by working in one or another capacity in the earlier Jewish charitable institutions.

Thus, it was anticipated that through the recollections of these Federation presidents it might be also possible to understand the driving motivations and principles of those pioneer leaders and the forces they dealt with during the building of the Bay Area Jewish community.

Phyllis Cook, in consultation with the board of directors of the Jewish Community Endowment Fund, worked with the Regional Oral History Office of The Bancroft Library, University of California, Berkeley, to carry out the project. Direction of the project was assumed by Eleanor Glaser, the office research editor for Jewish history subjects.

In the oral history process the interviewer works closely with the memoirist in the preliminary research and in setting up topics for discussion. For the Federation project, Eleanor Glaser conducted extensive research in the Federation Board minutes in order to determine critical events, committee assignments, and the pressing needs during each president's term of office. The interviews are informal conversations that are tape recorded, transcribed, edited by the interviewer for continuity and clarity, checked and approved by the interviewee, and then final typed. The oral history manuscripts are open to research in libraries nationwide. Copies of the Federation project oral histories will be available in the Federation Library; The Bancroft Library; the Department of Special Collections, Library, UCLA; and in other libraries interested in collecting source material on this subject.

Sam Ladar, president of the Jewish Welfare Federation in 1965 and 1966, was the first interviewee. As the initial oral history for the project, general Federation information such as early board minutes, lists of officers, etc., have been included in the Ladar volume. Researchers are advised to start there.

The Regional Oral History Office was established in 1954 to record the lives of persons who have contributed significantly to the history of California and the West. The Office is administered by The Bancroft Library. Over the years the Office has documented a number of leaders in the California Jewish community. The Office is honored to have this opportunity to document Jewish philanthropy in the San Francisco Bay Area.

Eleanor Glaser, Project Director
Jewish Community Federation Leadership
Oral History Project

Willa Baum, Division Head
Regional Oral History Office

January 1992
Regional Oral History Office
The Bancroft Library
University of California, Berkeley

Jewish Community Federation Leadership Oral History Project
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- Samuel A. Ladar, A Reflection on the Early Years of the San Francisco Jewish Community Federation, 1990
- Laurence E. Myers, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1986-1988, 1993
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- Ronald Kaufman, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1984-1986
- William J. Lowenberg, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1983-1984
- Donald Seiler, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1990-1992
- Roselyne C. Swig, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1992-1994

INTRODUCTION--Jerome I. Braun

Earl Warren, the late Chief Justice of the United States Supreme Court, observed on an appropriate and solemn occasion about one of his colleagues: "The important question is not how a man died, but how he lived." Accordingly, it is a pleasure for me to record what I trust is an appropriate and timely testimonial rather than a belated eulogy delivered too late for the subject to hear and appreciate.

My knowledge of Larry Myers is based on a variety of relationships--first and foremost, as a friend, then as a client and as a common laborer in the vineyard of Jewish and community philanthropy. Although this oral history is essentially focused on the latter, some comment on the other categories is appropriate.

Friendship is, perhaps, the most valuable commodity in the world. True friendship and loyalty cannot be purchased; it stems from a symbiotic kind of relationship based on mutual respect and admiration and there is nothing more sustaining than the knowledge that one has a friend who will respond to a plea--no matter what the circumstances. Larry is such a person.

Discussion of our attorney-client relationship would be inappropriate except to say that Larry has been a longstanding friend and booster of our firm and that relationship has simply brought us closer together both as friends and colleagues in the Federation fold.

Some years ago I was asked which, of all the things I had done for and with the Federation, brought me the greatest pleasure. That, of course, is an open-ended question and difficult to answer. Upon reflection, however, I realize that perhaps the single most important thing that I had a hand in was opening up the Federation to "non-establishment" participants. Let me hasten to add that the so-called establishment was more than gracious (and, perhaps, secretly delighted) to have new people and new faces with new energy and new commitment to carry on the invaluable work which they had pioneered with such diligence and commitment. Amongst my successes in that area I rank at the top of the list Larry Myers.

Larry and I probably got to know each other in the early 1960's and worked together in various divisions of the Federation--most notably the Business and Professions Division. We traveled to Israel together and we became as close as two people can get. Indeed, Larry will, no doubt, recall that during my stint as Federation Campaign Chairman I phoned him regularly at around 9:30 to talk about plans for the day, new ideas and refinements on old ones in order to maximize the success of the campaign.

He was "kitchen cabinet" although that is not to say that there were not a great many others who rendered immeasurable help and service.

As I reflect upon it, it seems that Larry more or less followed along behind me as part of that so-called new leadership group (which included the likes of William Lowenberg, Phyllis Cook, Ron Kaufman, Ken Colvin, Donald Seiler, Annette Dobbs and a host of others, all of whom deserve equal recognition.)¹

Lest there be any doubt, let me hasten to disclaim any suggestion here that Larry's rise to high office and his many achievements are my doing. He would have arrived there under any circumstances because of who he is and what matters to him. What matters to him is "family"--not just his own which consists of his wonderful wife, Eleanor, his talented son, Mark, his committed daughter, Lisa, and all their grandchildren--but Larry has a much larger family and that is the Jews of the world, wherever they may be situated. He has dedicated himself to their rescue and ransom and to their survival and the continuity of Jewish life. He has done this in the way that we expect every leader to do it: He has shared of his material wealth in the most generous way, he has given freely of his time and money, not only to the Federation but to the Jewish Community Centers, the Bureau of Jewish Education, the Jewish Home for the Aged, the American Jewish Committee and as a Vice President of the Council of Jewish Federations and Welfare Funds. He is a man of amazing energy with a fertile mind and he has brought these qualities to bear in his communal endeavors.

Accordingly, not only those who have preceded him in leadership roles, but those currently in those leadership positions and the myriad numbers who will follow, all are deeply indebted to Larry. A grateful Jewish Community salutes him for a job exceedingly well done with the greatest of appreciation.

Jerome I. Braun
Past President
Jewish Community Federation

January 21, 1993
San Francisco, California

¹In enumerating specific names there is always the risk of having left out someone who was and is equally deserving. It is not intentional, but, perhaps, the product of an aging mind and memory.

INTERVIEW HISTORY--Laurence E. Myers

Laurence E. Myers is the eighth past president of the San Francisco-based Jewish Community Federation interviewed for the Jewish Community Federation Leadership History series. This project seeks to document the history of the Jewish Community Federation of San Francisco, the Peninsula, and Marin and Sonoma Counties, and is sponsored by the Jewish Community Endowment Fund.

Mr. Myers, known to all as Larry, came to San Francisco from Scranton, Pennsylvania, as a young businessman in 1952. He very soon met Eleanor Orwitz, a native San Franciscan, who is a distant cousin, and married her the following year. Coming from a family deeply involved in the Scranton Jewish community, Larry Myers brought that same commitment to his new home. His retirement from his construction equipment company in 1968 enabled Larry Myers to devote endless hours to Jewish affairs. In his oral history he says, "I was pretty much a Jewish volunteer full time. I really was."

It is perhaps a record that Mr. Myers was president of five Jewish agencies: San Francisco Jewish Community Center, Jewish Home for the Aged, Bureau of Jewish Education, American Jewish Congress, and Menorah Park. The latter is housing for healthy low income older people, and Larry Myers was its first president. In talking about Menorah park he said, "I'm very proud of my contribution to Menorah Park because I think it was one of the most significant things that I've done in the Jewish Community." He only regrets that there aren't more Menorah Parks because of the great need for low cost housing for the well elderly.

During Larry Myers's Federation presidency, 1986-1988, a demographic study was made of the Bay Area Jewish community, and he became involved in the strategic planning task force that followed the study. After his presidency, he and Mrs. Myers were co-chairs in 1990 of the Council of Jewish Federations's annual General Assembly, held that year in San Francisco. He has continued to be active in a number of Federation committees and Jewish organizations.

The three interviews with Mr. Myers were conducted in August, 1992, and held in one of the Federation's meeting rooms. Before our first meeting, he was sent a chronology of his Federation activities that was obtained from past Federation minutes. The chronology is found in the appendix of this volume. In addition to the interview sessions, Mr. Myers requested that we meet to go over the edited transcript together. Some questions I had concerning the contents were discussed and a small number of changes were made.

At Mr. Myers request, past Federation president Jerome Braun prepared an introduction to this volume.

Eleanor K. Glaser
Interviewer/Editor

March, 1993

BIOGRAPHICAL INFORMATION

(Please write clearly. Use black ink.)

Your full name LAURENCE EARL MYERS
 Date of birth JULY 2 1922 Birthplace SCRANTON PENN.
 Father's full name SAMUEL Z MYERS
 Occupation PHYSICIAN Birthplace LEEDS ENGLAND
 Mother's full name LIBBYE MYERS
 Occupation HOUSEWIFE Birthplace SCRANTON PENN.
 Your spouse ELEANOR ANN MYERS
 Your children MARK LAURENCE MYERS LISA MYERS GOLDMAN

Where did you grow up? SCRANTON PA.Present community SAN FRANCISCOEducation ATTENDED UNIVERSITY OF SCRANTONOccupation(s) RETIRED - FORMERLY OWNER 3 CORPORATIONS
IN CONSTRUCTION EQUIPMENT.Areas of expertise CHARITABLE ORGANISATIONS, BUSINESS CONSULTANT
CONSTRUCTIONOther interests or activities TRAVEL & SWIMMINGOrganizations in which you are active JEWISH COMMUNITY FEDERATIONCOUNCIL OF JEWISH FEDERATIONS, JEWISH HOME FOR THE AGED
BUREAU OF JEWISH EDUCATION CONCORDIA CLUB & NUMEROUS
OTHER ORGANISATIONS

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I EARLY YEARS IN SCRANTON, PENNSYLVANIA, BORN JULY 2, 1922

[Interview 1: August 11, 1992]##¹

Family Life and Schooling

Glaser: Where and when were you born?

Myers: July 2, 1922, Scranton, Pennsylvania.

Glaser: Tell me about your parents.

Myers: My father was born in England but came over as an infant.

Glaser: What was his name?

Myers: Samuel Z. Myers.

Glaser: What did he do?

Myers: He was a physician.

Glaser: Did he specialize?

Myers: Yes, he was a urologist.

Glaser: And your mother?

Myers: My mother was born in Scranton and is still living.

Glaser: What is her name?

¹This symbol (##) indicates that a tape or segment of a tape has begun or ended. For a guide to the tapes, see page following transcript.

Myers: Libbye.

Glaser: What is her maiden name?

Myers: Kaplan.

Glaser: Were they active in the Jewish community?

Myers: Yes. My mother was more so. My father was a very dedicated physician. He practiced seven days a week, but he was active at the Jewish home and orphanage.

Glaser: And your mother?

Myers: She was active in almost everything. She's still active.

Glaser: Was yours a religious home?

Myers: My mother still keeps a kosher house. I would say yes. I went to a Conservative temple.

Glaser: I assume you were bar mitzvah?

Myers: Right.

Glaser: Was there an after-school Hebrew school?

Myers: Yes. It lasted from 4:30 to 6:30 four days a week, and then Saturday we had a junior congregation. It was a rather large temple. And Sunday we had Sunday school. So it was an intensive Jewish education.

Glaser: Were there Jewish youth activities?

Myers: Yes, we had a very good YMHA which is now a Jewish Center, of course, and I was active there.

Glaser: Do you have siblings?

Myers: Yes. Two brothers.

Glaser: What are their names?

Myers: Morey and Lee Myers.

Glaser: What do they do?

Myers: My brother Morey is an attorney and my brother Lee has a good education, very smart, and doesn't do much of anything to earn a living.

Glaser: Did you have many activities as a family? Did you spend vacation together? Did you go on trips?

Myers: We went to camp every summer, all three of the boys. My middle brother is five years younger than I and my youngest brother is eleven years younger. So we didn't grow up too much together as brothers because of the span in time. We went to camp together, but older brothers don't like their little brothers around that much. But I guess it was pretty typical.

Glaser: Was this a Jewish camp?

Myers: Yes. There were no Gentiles there. We went to several camps over the years, and it was not a camping experience like it is here. You went all summer. You didn't go for three weeks.

Glaser: Was it sponsored by the Federation?

Myers: No, it was private camps. In fact a couple of them were run by rabbis. They made a lot of money off the camps, too. They were expensive eastern camps. [laughter]

Glaser: In describing your religious education, it doesn't sound as if you had much time for extracurricular activities.

Myers: And I resented it a great deal at the time. That's true. I got out of school at 3:30, went to Hebrew school at 4:30. So that gave me an hour, which you can't very much in, and I was interested in athletics. It got out at 6:30 and I came home and had to eat and study. Then Saturday I had to go to junior services and Sunday I went to Sunday school.

##

Glaser: You wanted to talk about your mother.

Myers: I was saying that I really generally feel that although I resented my mother giving me such an intense Jewish education, I recognize what an unselfish dedicated person she was. Not only in the Jewish life but to her family and her extended family in which she had hundred of cousins and relatives. If there was anybody that I had as a role model, she was the one that I wanted to emulate as far as activities were concerned.

Glaser: This was because your father was too busy to be involved?

Myers: My father was busy and he wasn't interested. He had all he could do. He did a lot of charity on his own by treating people and not sending them bills. During the Depression there were lots of people he took care of that he never charged. He did a lot of work in the clinic pro bono and at the Jewish Home pro bono. Today at our Jewish Homes these doctors get paid by MediCare even if they want to do volunteer work. So I'm not critical of my father at all. I understood that his charity was just different. And his time restraints were different too.

##

Glaser: Did you have time for hobbies?

Myers: Yes, I played baseball a lot and other sports as well. Yes, I did, but it was tough finding the time. It wasn't during the week.

Glaser: What was schooling like in Scranton?

Myers: You mean the public school system?

Glaser: Yes.

Myers: I think it was pretty good.

Glaser: Did you have any special teachers? Were there any that served as mentors for you?

Myers: No. We didn't have counselors in those days. But I think that the public school system was pretty good.

Glaser: You were all separated in the summer, but was there any time during the year when you did things all together, go off on trips or anything?

Myers: Well, once in a while we'd go to Atlantic City or places at the seashore, but the season was very short because we went to camp. I think maybe when we were very little, before the camps would accept us, we went to the seashore.

Glaser: Did you ever have anything to do with your father's practice, like going with him on his calls?

Myers: No.

Glaser: He didn't make housecalls because he wasn't a general practitioner?

Myers: No, he was a urologist. He was on staff of a number of hospitals and one was out of the city. Once in a while we would go there on Sunday, that was our limited exposure, really. On Sundays, he had arranged to go to a hospital which was out of town, and then we went to visit some relatives that were in the country in those days.

Glaser: What was Scranton like when you were growing up?

Myers: It was an excellent Jewish community, and we had a large family there too. My mother was certainly the matriarch.

Glaser: When you say a large family, do you mean--

Myers: Her relatives in addition to her friends.

Glaser: Describe Scranton other than just the Jewish community.

Myers: It's been a very depressed community because it's the anthracite coal region, hard coal, which has been depressed since the Depression. At one time it was the same size as Los Angeles, they were both 143,000 people. It should have grown because it was geographically strategic. But the hard coal was so expensive that the community had a single industry and it died. The Jewish community had some affluence because garment manufacturing took place there, so there were a lot of good-sized garment manufacturers.

Glaser: Was your family impacted by the Depression?

Myers: I'd say yes, but my father being a physician--. Well, I can remember he used to barter medical service for food because the people didn't have any money. And those were not the days of MediCare, so he wouldn't charge a person that he couldn't get any money from. We were impacted. We also lived in a very large house and I can remember my father watching the heat, the city steam system, because it was expensive to live there and use city steam in a big house.

Glaser: Did he have his offices in the house as some doctors do?

Myers: No.

Glaser: Tell me about your grandparents on both sides.

Myers: Morris was my paternal grandfather, Morris Myers, and my paternal grandmother's name was Ann, Annie.

Glaser: Did you have much to do with them?

Myers: My paternal grandfather died when I was six months old. My grandparents were partners in business, which is very interesting.

Glaser: On both sides?

Myers: Yes.

Glaser: What kind of business?

Myers: They were garment manufactures.

Glaser: Ladies' or men's clothing?

Myers: They were the pioneers, really, in men's hard to fit clothing.

Glaser: You mean the large sizes?

Myers: They were a lot like Big and Tall, but they were manufacturers. They would have been very, very successful except my maternal grandfather, who I loved and knew very well, he was not really that interested in business. When my grandfather Myer died, everybody, even his side--the maternal family--says that was the end of the business. Because my grandfather Nathan was interested in his children and his grandchildren and not commerce.

Glaser: So that was Nathan Kaplan?

Myers: Right.

Glaser: And his wife's name?

Myers: Her Jewish name was Chanky, but I think it's Hannah if she had an English name. My mother will tell you what her name is. I told my mother you were going to call.

Glaser: I did call her already.

Myers: She's pretty alert for ninety-six. Could she hear you?

Glaser: With some difficulty.

Myers: Because she can't hear at all. The amplification in the telephone at least makes her somewhat coherent.

Glaser: I talked as loudly as I could.

How many children did your grandparents have?

Myers: My paternal grandparents had four. I've got to get a pencil out for my maternal grandparents. Those that lived beyond the age of twenty-one: Leah, Samuel, Elliott, Joe, Barney, Miriam, Shayney--that's Sadie--Ethel, and my mother. Nine that survived.

Glaser: Did you visit them very often?

Myers: Yes, we were very close. We are still a very close family. I have a lot of first cousins.

Glaser: Are they all in the Scranton area?

Myers: No, some are in Toledo, Ohio. Now they are really dispersed. You can't make a living in Scranton, so most people don't stay there as adults. It's very difficult to make a living.

Description of Scranton

Glaser: How large a town is Scranton now?

Myers: Well, now it's shrunk. Maybe less than 80,000.

Glaser: And the size of the Jewish community?

Myers: About 4,500 people. I mentioned what a great Jewish community it is. Even from the giving standpoint. It raises over a million dollars from 4,500 people. Oakland has 40,000 people in the Federation and raises three million. It's a great Jewish community.

Glaser: Are there still as many synagogues as there used to be?

Myers: No, but there are a lot. And there's an Orthodox community, too. There's an excellent Center, a very nice looking Center, and there must be half an dozen--at least--congregations.

Glaser: What do you mean by an "Orthodox community?" Do they keep themselves separate?

Myers: Yes, they're pretty isolated. It's like Petaluma was out here, they became chicken farmers. They're in other fields now, but primarily--. It's a real Orthodox community. I think we had a couple of Orthodox synagogues.

Glaser: Did those people move out from New York?

Myers: Yes, primarily. Yes, I think so.

Glaser: Was this in the years after World War II?

Myers: Yes, after World War II, because I don't know a lot of them.

Glaser: Tell me about the non-Jewish community.

Myers: The non-Jewish community at one time in Scranton was very affluent. It had the Scranton family. William Scranton was the former governor and ambassador at the United Nations, and they were very prominent. It had the Woolworth family. It had part of the DuPont family. It had an affluent Gentile community. But again, even the kids don't live in Scranton.

Glaser: And you mentioned to me that there was a lot of anti-Semitism.

Myers: Yes. There was a great deal of anti-Semitism. That stemmed from, basically, the Catholic church as we've discussed preaching from the pulpit about Jews drinking the blood of Christian kids. I know that for a fact. We had a large Polish and Ukrainian population--all kinds of Slavic strains--that were the coal miners. They were endemically anti-Semitic. I don't have to tell you what the Poles are like. It was an experience living there.

Glaser: How did you handle that anti-Semitism?

Myers: As a young kid I was the ringleader of dealing with them. In other words, if we walked outside of our own neighborhood they'd bully all the Jewish kids because they weren't very tough. I was a very good boxer, so I would fight the battles of the Jewish community.

Glaser: Did you get along all right within the schools, though? When you were in class?

Myers: Our schools were in what we called the hills section, so we hardly had any Poles at all. There were a lot of Jewish people in the schools. Except when you got to high school, then it was diluted. But even the high schools were by neighborhoods. So, no, we didn't have too much trouble in school.

Glaser: It sounds like Scranton had a rigid class structure.

Myers: There was a pretty good one. There was even a German-Jewish community that didn't want anything to do with the rest of the community. And that's the truth. They finally, I think, accepted my uncle who was a lawyer, and they asked him to join the Reform temple. He was the first non-German that they asked to join the Reform temple.

Glaser: How did your parents feel about this stratification?

Myers: My uncle said, "I won't join. I'm not going to be the token non-German."

Glaser: Who was the first in the family on both sides to come to the United States?

Myers: I think my grandfather Kaplan probably came a little earlier. My grandfather Myers was a garment manufacturer in Leeds, England. He came over on a trip to look over the United States and decided to settle here and went back and got his family. He wasn't a typical immigrant. First of all he spoke English because he lived in England, and second of all he was a successful garment manufacturer who decided to move to the United States.

Glaser: So it was the Kaplan family that was in Scranton for much longer.

Myers: Not much longer because my father was older than my mother, and I think he left England when he was three, maybe stayed in Philadelphia a year and came to Scranton. Maybe they were there five years before.

Badge Business

Glaser: When you graduated from high school, what did you do?

Myers: I graduated and I already had a business, believe it or not, with another fellow. We distributed some advertising specialties and we sold printing, et cetera. His father was a garment manufacturer, and we had buttons and pins and things like that for elections. It got to be a pretty good size business. Then just about before the war broke out, even the garment manufacturers who had defense contracts making apparel for the military had to have badges, and we made the badges for them. We bought the parts and assembled them and took photos of the employees for the badges.

Glaser: Why did they have to have badges?

Myers: Because they were doing defense work and that was the rules of the government.

Glaser: To identify each worker?

Myers: Yes. So we expanded that. We used to take their pictures and make badges and we had a number of employees. So my college

education was limited to just when I had time to go and take a few courses. But I went to college in effect.

Glaser: Was there a college--?

Myers: Yes, it was a good school, University of Scranton. It is a Jesuit school. If you know anything about the Jesuits, they're good educators.

Glaser: You in effect had one year?

Myers: I didn't even have one year. I just took a few courses while I was in my business.

Glaser: I would think during the war years you would have trouble getting material for making badges.

Myers: It was before the war broke out. Actually, when the war broke out I volunteered and went into the service.

Glaser: Tell me about that.

U.S. Army, 1942-1945

Myers: September of 1942, I was just twenty years old and I volunteered. I was patriotic and wanted to go into the service.

Glaser: Was this the army?

Myers: Yes, the army.

Glaser: Where'd you take your basic training?

Myers: Camp Lee, Virginia.

Glaser: Was that a hardship?

Myers: No, it was a quartermaster corps. [laughter]

Glaser: You lucked out! Where did you go from Camp Lee?

Myers: I went to Australia. At first in Australia I was in the provost marshal's office. That's the chief of police.

Glaser: Where were you stationed in Australia?

Myers: First in Brisbane and then in Townsville. Then I was in the office of civilian personnel after that. We hired civilians for the army.

Glaser: How long were you in Australia?

Myers: Two years. Townsville's very hot because Townsville is probably five hundred miles north of Brisbane, which is close to the equator.

Glaser: Did you ever feel threatened by the Japanese possibly coming in and--?

Myers: I never thought of it. I was a young kid and I felt very secure. I never gave it any thought. I guess people that knew better probably did. [laughs]

Glaser: Because the Japanese were making military landings all around there.

Myers: Right. There was a lot of security and anti-aircraft batteries and everything else. But no, I just didn't think about it.

Glaser: Did you have much to do with the Australians themselves?

Myers: I did because I was hiring them. That was what my job was.

Glaser: And how did you find them to be?

Myers: I liked them a lot. They resented us, I think, because for the most part they were fighting for much longer than we were and they went to other areas. They weren't home and here we were in their country dating their girlfriends. There was a little resentment and I think it was justifiable. I'm not even being critical of it.

Glaser: Where did you go from Australia?

Myers: I went to the Philippines in the same job. I was the chief clerk of the office of civilian personnel, both in Townsville and in the Philippines.

Glaser: Was this in Manila?

Myers: In Manila.

Glaser: I think you've had some very interesting duties.

Myers: Yes, I have. I did.

Glaser: What were your experiences in Manila?

Myers: Even then Manila was very corrupt. The people who wanted to be political and come to the forefront, they tried to bribe me to hire people so they could place a lot of people. Because I was the chief clerk of the office, I had a lot of latitude. That was quite an experience. I never succumbed to it.

Glaser: Did you have time off there? Did you have furloughs?

Myers: Yes, but there was no place to go. In Australia there was. I was in Manila a year and I don't think I took any time off. There were a couple of officers that were incompetent and I was really running the place.

Glaser: What was your rank then?

Myers: I was a staff sergeant, but I could have had a direct commission. But I would have had to sign up for a couple of years and I didn't want to do that.

II START OF CAREER

Salesman in New York and Chicago

Glaser: And after Manila what did you do?

Myers: I came home. Got out of the service.

Glaser: What year was it that you got out?

Myers: Nineteen forty-five, December. I stayed home for a couple of months and then I went to New York and I worked for Fairchild Publications. Women's Wear Daily is one of their papers. They are a large trade publishing company.

Glaser: What made you decide to go to New York?

Myers: I had an uncle that worked for them. He got me an interview and I got a job with them.

Glaser: What did you do?

Myers: I sold advertising but I first had to go through a training program.

Glaser: Was that hard work?

Myers: Yes, I think it was. You were dealing with the garment manufacturers. They are not a very pleasant group collectively.
[laughs]

Glaser: Was it a matter of having to do hard-sell?

Myers: Yes. See, there was a shortage of piece-goods at the time. So they'd say, "Give me piece-goods, what do I need advertising for?" You would try to explain to them that they should have them for the continuity of their business. But they weren't too visionary

either, these guys. But I was successful at it. I'm a pretty good salesman.

Glaser: How long did you stay with that job?

Myers: I was there a couple of years. The president of a company that an uncle of mine had an interest in, in Chicago, took a liking to me and he offered me a job and I became a sales supervisor.

Glaser: What was the name of that company?

Myers: Kold-draft. It was a beer dispensing unit.

Glaser: Was this something radically new?

Myers: Yes, it was. It was a very interesting process. It was completely refrigerated. You're a native out here so you can't appreciate this, but beer in the East, when you turn the spigot on (I don't know if you've even seen instances of this happening) the beer surges out because it's hot. The lines aren't refrigerated. This was completely refrigerated from the cooler to the end of the spigot. So it saved a lot of beer.

Glaser: You're talking about the kegs that go into the bars?

Myers: Right, keg beer. That was the big thing. They did other things, but that was the big job. I was the sales supervisor.

Glaser: I know what you mean. I'm not a native Californian.

Myers: It was like spit. The beer ran wild because it was hot, so they lost a lot of beer. We would take their glasses and their keg of beer in the saloon and pay for it--and they could either sell it or throw it away--and run off, say, half a keg of beer, a couple hundred glasses. Then we would take them down to our showroom and count. It was a very interesting thing. We would get a much greater yield. Since their credit was so lousy--saloonkeepers in Chicago, you can't get much lower than that--we would have a machine just like a meter. If they didn't put quarters in the meter (or half dollars if they had a big system) at the beginning of the day, the system would shut off. So that's how we got paid.

Glaser: I've never heard of anything like that.

Myers: So at any rate my job was to close the sale, and I had five salesmen--we used call them birddogs. Their job was to get them to do what I just described to you.

Glaser: How big was your territory?

Myers: I had the North Side of Chicago. Then there was the Loop, and there was the South Side, and other people had the suburbs.

Glaser: That's a big area.

Myers: Big area. There'd be a lot of beer. Only Milwaukee tops it.

Glaser: Did you enjoy Chicago as a town?

Myers: Yes, I liked Chicago as a city, I liked it very much. I thought it was a very nice city. I didn't like the climate in the wintertime. In the summertime--. I lived in the Near North Side. You could swim, go to the lake. It was a nice city. I liked the people too, they were very nice.

Scaffolding Business in Toledo

Glaser: What did you do after that?

Myers: Then I got involved in the scaffolding business in Ohio.

Glaser: How did you make that transition?

Myers: I'll tell you how I did it. I brought a friend out who was a childhood friend of mine. He was a very nice guy. He was one of my birddogs. He wasn't successful. So the president of the company said, "Look, we can't retain this guy." I said, "Well, I don't know anybody in Chicago. You have to find him a job. I brought him all the way out here and he gave up a job." So he got him a job with a friend of his who was in the scaffolding business.

Every day Pete would come back and tell me he was selling merchandise, and I knew he was a poor salesman. I said, "Look, don't take offense, but if you can sell this merchandise it must be good." The company was just getting started and I said, "I'd like to talk to the sales manager the next time he gets to town." We became the distributor and I moved to Toledo, Ohio because I had family there.

Glaser: What made you decide to move?

Myers: Because I saw potential in the business. Then I had my uncles who were very prominent lawyers in Toledo, and they arranged for people to look at it. Their advice was that I shouldn't do it. But I did it contrary to their advice.

Glaser: Of course you did this at a time, post-war, when there was a great deal of building going on. So that helped too.

Myers: A great deal of building, yes. And I saw that. It didn't take a *chachem* [a wise man] to see they were putting up a lot of buildings. So I thought it was an opportunity and it proved to be one.

Glaser: How long did you stay in Toledo?

Myers: As little time as possible. I didn't like the community at all, including the Jewish community.

Glaser: Why?

Myers: Someone will pick this up and probably not like what I say about Toledo--maybe it's changed. It's not a bad Federation today. I thought the people were very clannish. Even though my uncles were very prominent in the community and my eldest uncle's wife was a native, they weren't my kind of people. They had a country club and a town club. I could have joined but I didn't like the environment there. I was a bachelor and I left and moved out here.

III MOVE TO SAN FRANCISCO, 1952

Waco Scaffolding, then Laurence Myers and Company

Glaser: What made you decide to come to San Francisco?

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Myers: I had come out at the request of some people that got into the scaffolding business through me because they were wealthy clients of my uncle. They asked me to come out, and I spent a good part of the winter out here helping them.

Glaser: What year was that?

Myers: I came out permanently 1952, so that must have been 1951. Then I moved out here in April of 1952, which was forty years ago.

Glaser: It's been a good forty years for you.

Myers: Very good forty years.

Glaser: What did you do when you came out?

Myers: I was in the same business, the scaffolding business. I had a partner, as a matter of fact, back East. So we kept the company out there.

Glaser: It was your business?

Myers: It was mine and his, but then the banks asked us to split it up and we did.

Glaser: Why did they do that?

- Myers: Because they were afraid we could duplicate our borrowings without their knowing. They were right, it was better that we split up. So ultimately we stayed together about a year and then we split up. I took this and he took Ohio.
- Glaser: What was the name of your firm?
- Myers: Waco Scaffolding. Then later on when it got larger I dropped the name Waco and used my own name. I had used my own name for some smaller entities that were really integral to the whole operations. So it was Waco Scaffolding or Laurence Myers and Company.
- Glaser: You were very successful at an early age, really.
- Myers: Yes, I sold out when I was forty-two.
- Glaser: Let's cover the years in between. So you came out here and established your own business.
- Myers: And struggled for a while because San Francisco was a very clannish community from a business standpoint. They were afraid of doing business with me. Of course, they didn't know whether I'd stay, and they didn't want to get started with the product if I didn't. So I had a tough time in the beginning, but I finally broke through.
- Glaser: This was a time when there were a lot of people moving here, isn't that right? Men like yourself who had come through San Francisco because of military service and decided this is where they wanted to live?
- Myers: Yes, I think we had a big influx of people.
- Glaser: Also, as back East, you had a lot of construction going on. So that would have been a help to you.
- Myers: Right.
- Glaser: How did you get connected with the Jewish community?
- Myers: I guess as time went on there were quite a few Jews in the construction industry, and some of them asked me to start giving a gift to the Federation. At the beginning I resented the Jewish community. I didn't get any business from the Jewish general contractors, none. I was the only Jew in the scaffolding business, I couldn't understand it. But then ultimately I said, "Why should disadvantaged Jews suffer because these guys don't support me?" So I got involved.

For a time I wasn't involved. I would guess maybe I got involved around '57, '58. So I was out here for a few years and I wasn't involved. First of all I was busy.

Glaser: Did you join a congregation?

Myers: When I got married I did.

Glaser: But before that?

Myers: No. Remember, I was saturated with being Jewish. [laughter]

Marriage to Eleanor Orwitz, 1953

Glaser: Tell me about meeting your wife.

Myers: We were related. We were second cousins. I had met Eleanor as a young child but I never knew her as a young woman.

Glaser: Is she a native San Franciscan?

Myers: She is.

Glaser: What was her maiden name?

Myers: Orwitz. Her family was here in the 1890s. They've been here a long time.

Glaser: So you looked up the family when you came out?

Myers: Yes, but then I couldn't find Eleanor and I had a difficult time finding the family. Our grandmothers were sisters and I was misspelling the name. Then I remembered that her father's name was Orwitz. I called up a doctor Orwitz but that was her uncle. I spoke to her aunt but she wasn't Jewish so she didn't know when I said, "Are you related to Myers?"

Then this friend of mine that dated a gal said, "She doesn't like me but I think she'll like you." I said, "What's her name?" And he said, "Eleanor Orwitz." I said, "You know, I think that girl's my cousin." So I called her up. Well, the minute I said Scranton, Pennsylvania she knew because her parents kept in touch, and as a little girl she had visited Scranton. So we got together and we fell in love. She said, "What are you going to be, my suitor or my relative?" I said, "I think I'll be your suitor."

Glaser: How long did you date before--

Myers: Not long, maybe three months. Not long.

Glaser: Tell me more about Mrs. Myers. Where did she go to school?

Myers: She went to Lowell and then she went to University of the Pacific.

Glaser: Did she have a career?

Myers: Very nominal. I think she worked for Graybar Electric for a couple of years and that was it. She wasn't working when I was going with her.

Glaser: What year were you married?

Myers: We're going to be married thirty-nine years, so 1953.

Glaser: Where were you married?

Myers: At the Fairmont.

Glaser: And who performed the ceremony?

Myers: The rabbi of Emanu-El was out of town at the time. Rabbi Burstein. He was a Conservative rabbi.

Glaser: Had her family been members of Temple Emanu-El?

Myers: No, they were members of the Sherith Israel. We went to Sherith Israel a couple of years and then we went to Emanu-El.

Glaser: Where did you set up your first home?

Myers: Well, I had an apartment, so we moved into that for a short time. It was out on Sutro Heights Avenue, right near Playland. It was a very nice apartment, it was big. Then we moved to the top of Telegraph Hill, to a very small apartment, but we loved it. Then when we had our son we moved into a flat on Lyon Street. When my daughter was a year old we moved into our house and we've been there ever since.

Glaser: That's on Lake?

Myers: On Lake, right. They'll probably carry me out. We'll stay there.

Children Mark and Lisa

Glaser: Tell me about the children. When they were born and what they're like.

Myers: Mark was born on May 1, 1955. Both of my kids have never caused me a day's anxiety. They're terrific children. He's married and has two children. He went to Berkeley and he has his MBA from Oregon. He's a senior vice-president at Wells Fargo in Los Angeles. He has two children and he's married to Jamie. He's a very good boy. He really is a nice young man.

My daughter, Lisa, went to Washington High School and University of Southern California and she has three children. I guess her last job was as public relations director for Sumitomo Bank. She put out their house organ, did their charity bequests, and all their PR work. Because some of those guys up on the executive floor where she was don't speak English or hardly speak English.

Glaser: This is before she was married?

Myers: Yes, before she was married. She's married to Doug Goldman. That's Richard and Rhoda Goldman's son. She has twin boys that are six and a little girl that is three. After she and Doug were married, Lisa was the director of the Fresno Federation. My other grandchildren are eight and five. One is David, who's going to be eight and Eve who is five. The twins' names are Matthew and Jason and the little girl is Jennifer. I have to tell you I'm into my grandchildren.

Glaser: I hope that you are! And you're lucky that at least three of them are close by.

Myers: It's too bad about the other ones. We go down to Los Angeles a lot and Mark comes up here a lot. Jamie's mother is up here. So we see them a lot. We go down there all the time.

IV INVOLVEMENT IN JEWISH COMMUNITY

American Jewish Congress

Glaser: Tell me about your activities in the Jewish community once you got started. Most of this took place after your marriage?

Myers: Right, most of it took place after my marriage.

Glaser: Were Mrs. Myers parents or family involved?

Myers: No, not really. They went to temple and they certainly were Jewish and didn't deny it, but they were not involved.

Glaser: So you started becoming involved after your marriage?

Myers: I started a couple years after our marriage. I think the first thing I got involved in was the American Jewish Congress. I had a partner in a sideline business that got me involved in that. Then I became president of that and then I became a member of the board of the Jewish Community Center in San Francisco and then I became president of that.

Glaser: When you say you became president of the American Jewish Congress, how long did it take from the time you joined to the time you became president?

Myers: Maybe three, four years.

Glaser: That's rather rapid, isn't it?

Myers: Yes, I guess. I'd say no more than three of four. That's about right.

Glaser: I'm surprised, because as a newcomer did you have enough feel for the community?

Myers: Maybe I was a quick study, I don't know.

Glaser: They must have felt you were.

Myers: Yes, they felt I was, anyways. I rose fairly rapidly in most of the organizations. At the Center I think I became president within a few years, maybe four years.

Glaser: What kinds of things was the Congress dealing with when you were there?

Myers: The Congress in those days, and maybe even to a great extent today, was dealing with constitutional issues and legal issues. Many in the organization were lawyers, and the activists were lawyers. And as you know it's a defense agency like Anti-Defamation League or the American Jewish Committee, but it has a more liberal bent.

I also became the national vice-president of the Congress, too.

Glaser: Did you have to travel to meetings for the national?

Myers: Yes, I didn't go to all of them but I went to some.

Glaser: As a defense organization, how did that operate?

Myers: Well, if they saw any anti-Semitism-- They were active in every Jewish issue. For instance, I remember that the director at the time wanted to trade Angela Davis for some Jewish Soviet victims who were incarcerated, without even asking her. It kind of shows you that they were very liberal. They got involved in a lot of business that the others wouldn't do.

Glaser: I think the American Jewish Congress has the reputation of having been more pro-Israel early on than other organizations.

Myers: Certainly probably more than the Committee, which was more conservative.

San Francisco Jewish Community Center

Myers: Then I got involved in the Center and I got involved in the UJCC. We have five Centers in our Federation plus a camp.

Glaser: Were issues of growth for the Center the reason the Centers became united?

Myers: I think they wanted a central organization for efficiency and in order to dispense the services better. I'm not so sure that ever worked. In my day as president of the San Francisco Center, which was 1972-1973 it constituted substantially more than 50 percent of the membership of the whole Center movement, of the other Centers.

[tape interruption]

Glaser: What was going on with the San Francisco Center? Did they have any specific problems?

Myers: Yes, they've always had severe budgetary problems. The other problem was the building has been antiquated for a long time. It was outgrown even during my time. In use, it had over a million visits a year. That's repetitive with the same membership, but it's still a million visits a year. Another thing that we were criticized for, we had probably at least 50 percent Gentile membership. Of course we were supported by United Way to some extent, but I think the Jewish community was the major support. So I think there was some dissension about that.

Glaser: But if you get Community Chest or United Way funds you have to take non-Jews.

Myers: That's not exactly true. The Jewish Home gets some money. Small, but it gets some money. You could be totally sectarian.

Glaser: Did you have a nursery school in conjunction with the Center?

Myers: Yes, an excellent nursery school, always have had it. It's a nursery school that attracted the elite of the Gentile community. They clamor to get into it. Even in those days it was a good nursery school.

Glaser: And you have a good athletic program, I believe.

Myers: That's why the Gentiles belonged. They wanted the athletic program. We had a nice swimming pool and basketball and handball. So that was their interest primarily.

Temple Emanu-El, Board Member and Treasurer

- Glaser: Did you become involved about this time with Temple Emanu-El?
- Myers: I think that came a little later. I was the treasurer at Temple Emanu-El at one time, but that came later. I don't think that was at that time. I was somewhat involved. I met Brian Lurie and became friendly with him.
- Glaser: Was this before you were the treasurer?
- Myers: Come to think of it, I was on the board when I got friendly with Brian.
- Glaser: That was when he was the assistant rabbi?
- Myers: When he was the assistant rabbi.
- Glaser: And the head rabbi was Rabbi Joseph Asher, I believe.
- Myers: Yes, when Brian was out here Rabbi Asher hired him.
- Glaser: Tell me your beginnings with the Federation itself.
- Myers: Do you want to know about some more organizations that I was active in before the Federation?
- Glaser: Absolutely.

Jewish Home for the Aged, President, 1974-1975

- Myers: Not before, but simultaneously. I was president of the Jewish Home from 1974-1975. I just love the Jewish Home. I think it does a great job in the community. It's a very well run place.
- Glaser: So you've been involved with that for a long time?
- Myers: Long time. I'm still active out there. I was a past president and I'm a honorary board member. I still go to a fair amount of meetings there.
- Glaser: When did you get active in it?

Myers: I think I was on the UJCC board and I was asked to be a vice-president and I said, "No, I want to do something else." Somebody asked me to be involved with the Jewish Home. So I think I was simultaneously on both boards for a while. I became president of the Jewish Home. After that--of course I was on these boards first--I became president of the Bureau of Jewish Education.

Motivation

Glaser: Is all of this within the seventies?

Myers: I'm not sure, I would say in the seventies. I sold out in 1964, but I stayed with the acquiring company until '68, so I was still pretty busy. But I would say after '68 I really got immersed almost as a full-time professional without salary. I was spending most of my time with the Jewish community.

Glaser: Where did this impetus come from, getting involved so deeply in the Jewish community?

Myers: First of all, I felt that the community was good to me. I'd been successful so I wanted to give something back. Second of all, even though I wasn't a traditional Jew in the sense that I wanted to go to temple all the time or keep a kosher house, I always felt that the Jewish people were a very noble group. And I was always proud to be a Jew. I guess when I got interested--the higher up you went in an organization it became interesting. I had the time and I also had the wherewithal, so that's how I got involved. I think I motivated myself.

Glaser: Was there somebody all along the way who was encouraging you? For instance, was there a mentor?

Myers: No. Not necessarily. Because I was with so many organizations that I wouldn't have a single mentor.

Glaser: Did you serve as a mentor to someone younger or to anyone?

Myers: I hope I have. I've tried to help out a number of young people that have been young board members. I've always tried to answer questions. I was campaign chairman during the Yom Kippur War. That was quite an experience. That was '73 and '74. Because there was no staff, it just so happened that the campaign director kind of the left in the middle and a couple of other guys retired and I was really full-time then.

Glaser: You had your hands full.

[tape interruption]

Myers: I was involved in the Federation but in the beginning not as significantly as I might have been in other organizations. As I said, I did some national things. I was a vice president of JESNA, but I think that came later.

Glaser: What's JESNA?

Myers: That's Jewish Educational Service of North America. That's the arm of the Jewish Educational Committee. It was called something else at one time. Jewish Education Commission. It's the support arm for the Jewish education bureaus throughout the country and for other educational things.

As I said I was national vice-president of the American Jewish Congress. I was the vice-president of the Council of Jewish Federations, although that came later. I was chairman of the western area, I was past chairman of Israel bonds, that's right.

[tape interruption]

American Jewish Congress's Experience Reserve Bank

Myers: When I was president of the American Jewish Congress, we did a very interesting thing. We had an Experience Reserve Bank. We had a bank of Jewish businessmen of all kinds of profiles that would help the Hispanic and black communities as volunteers, like CPAs or lawyers or obvious ones. We even once had a lawyer who helped a professional boxer get his licence back because he was a boxer, this Jewish lawyer. We were very good at match-ups.

This other organization, SCORE, came along and absorbed us. It was a mistake; I'm sorry we did it. At any rate they were a national organization and they were funded by the Nixon administration and they had plenty of money. SCORE was the Service Corps of Retired Executives that did volunteer work similar to ours. They had a very prestigious board, so from that point it was interesting. Dan Parker from Parker Pens. They had the chairman of Watkin and Johnson, which is a big New York Stock Exchange company. They had the senior scientist of American Telephone. They had a lot of very knowledgeable guys.

Glaser: All of this started right here in San Francisco?

Myers: We started our own and it was so successful they wanted a base out here. We never had much funding. Joel Brooks and I really did it with a part-time person. It became a big program. We thought we could help the program more if we merged with these people, but instead it didn't work out.

Glaser: Joel Brooks was the executive director of the American Jewish Congress?

Myers: Yes.

Glaser: That sounds like a very successful program.

Myers: Yes, it was a successful program.

Glaser: Did you go back East for the national organization?

Myers: Yes, I went to the meetings, yes.

Glaser: How often did you have to go?

Myers: I didn't go to all of them but I went fairly frequently for a while. Then I could see it wasn't going to work out here as related to what we were doing.

Glaser: Did you pull out and then continue to do your own thing?

Myers: I think we pulled out at one time but the momentum was gone. It was a very good program. We helped an awful lot of people. It was an excellent program.

Glaser: Were there other programs that the American Jewish Congress was involved in?

Myers: Yes, they had a legal aid program that was very successful. They've had that over the years. They had a lot of programs.

Israel Bonds

Glaser: Who was the executive for Israel Bonds when you were involved?

Myers: Marlene Siminow, the same person that's there now.

Glaser: That's after Lou Stein.

Myers: That's right.

Glaser: That's fairly recent then that you were involved with that.

Myers: Maybe eight years ago, six years ago.

Glaser: How did you function when you were chairman of the Israel Bonds? What were your duties and responsibilities?

Myers: One of the duties was to try to sell bonds, of course. We went around to the banks and tried to get pension funds to buy the bonds. We tried to get honorees for dinners. I would travel to other communities like Oakland and Sacramento and speak before either bond groups or others. I think I did that and finished just at the time I became president of the Federation. It was almost simultaneously that I gave up one and took on the other.

Glaser: Is it difficult to get honorees for a bond dinner?

Myers: Yes, I think it is. Well, I know Eleanor and I will never be honored again. We think it is an imposition on your friends. I've been asked to be an honoree for a number of things and I've rejected it.

Glaser: Does an organization have to have an honoree in order to raise funds?

Myers: They think they do and I think they're probably right. The honoree draws some people, so if you get a decent honoree you're going to draw a lot of people.

Glaser: This is true of a lot of different organizations, not just Israel Bonds, that have honorees.

Myers: Right. Right now Hebrew University has Richard and Barbara Rosenberg as honorees. He's the chairman of Bank of America; he's going to draw a lot of people.

American Israel Public Affairs Committee (AIPAC)

Glaser: Yes, I see your point. You're newly a board member of AIPAC.

Myers: Right, I just started there, yes.

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Myers: It's a very worthwhile organization. I didn't have the time before. I've always supported it, so I felt I should go on the board. I don't think that's going to be an intense commitment of time.

Glaser: Aside from the monthly meetings, they have an annual meeting in Washington. Will you go back for that?

Myers: No, probably not.

Mount Zion Health Systems, Board Member

Myers: I'm also currently on Mount Zion's Health Systems' board.

Glaser: How does that function?

Myers: Well Mount Zion kept some of the corpus of Mount Zion Hospital to help with the Jewish component of the hospital and other health activities and the Institute on Aging, which is affiliated with the hospital.

Glaser: I don't quite understand. I know you're talking about when it merged with the University of California San Francisco Medical Center.

Myers: There was some money that was in the coffers of Mount Zion Hospital, and in compromise those funds stayed with a new entity called Mount Zion Health Systems. We spend the money for the Jewish component of the hospital because we want to maintain the Jewish identity of Mount Zion. Because a lot of people over the years have been very supportive of it. UCSF cannot support an ethnic program.

Glaser: And how do you maintain the Jewish identity?

Myers: We handle the chaplaincy program there. We give money to the Institute on Aging. Any special Jewish component or programming, UCSF can't give it because they're part of the State of California. So we do it.

Glaser: Will you have separate fundraising?

Myers: Yes. We have a fair corpus now. We don't have a need for a lot of money. But we still have a women's auxiliary that has a big event that's well attended.

- Glaser: Has the relationship of the hospital to the Federation changed because of the merger?
- Myers: I think some people's perception is that UCSF would take care of all the needs of the hospital. First of all, they don't realize they can't take care of the Jewish needs and single out the Jewish community. Second of all, as we know now with the budgetary crisis, they can't take care of their own needs as well as they'd like to. I think people are beginning to recognize that the hospital--. If we want to keep the Jewish component, we have to support it. The Federation has assured Mount Zion Health Systems they'll continue to support it.
- Glaser: Is part of this Jewish component that you mentioned taking care of Soviet emigres?
- Myers: Yes, with their health care. Their health standards over there were very poor. So their needs are significant.
- Glaser: Do you work with the Jewish Family and Children's Services in supplying that need?
- Myers: Yes.
- Glaser: So they'll bring the Russian emigres to the attention of the hospital?
- Myers: Yes, where there's a need.

Jewish Community Relations Council

- Glaser: You were chairman of the urban affairs committee of the Jewish Community Relations Council. What was your function?
- Myers: The function there is to do anything in consort with others, to look into all of the problems of the community as related to the city, the government, the municipality, things of that nature. And to work in consort with other groups as well.
- Glaser: When you say other groups, were these other minority groups?
- Myers: Minorities and other ethnic groups, too.
- Glaser: What was the relationship when you were the chairman with, for instance, the African-American community?

Glaser: Somehow I think of Spanish-speaking people being more from Central and South America and Mexico.

Myers: Certainly that is true.

- Myers: I think we had a good relationship. Rita Semel, who later became the director but was the assistant director, was always very involved in the total community and had good relations with the Catholic and Protestant community and even others.
- Glaser: Was there much contact with the Chicano community?
- Myers: The Chicano community years ago was very hard to find. They weren't as well organized as the blacks were with the NAACP and other groups. The Chicano community, when we go back to those days, I don't think was quite as well organized. We're trying to help the Chicano community in AIPAC now. I tried to play a role in that.
- Glaser: What's being done?
- Myers: We'll work together. We've had several meetings with the Chicano leadership. They exhibit more leadership now than they did years ago.
- Glaser: There's more of a perception of the importance of--
- Myers: And there's more leadership that came out of the woodwork that wasn't there for whatever reason fifteen years ago. It was hard to find the handle when we had the Experience Reserve Bank for the Congress. It was hard to find volunteer organizations or people to talk to in the Chicano community. But now they're better organized.
- Glaser: It is quite a sizable group.
- Myers: Very sizable. We found it difficult fifteen years ago. They weren't as well organized, they weren't as conscious of the fact that they were denied certain privileges, and they didn't organize as cohesively as others.
- Glaser: Of course there are so many different groups from many different Spanish-speaking countries.
- Myers: That's part of the problem, yes. You have people from Central America, South America, Mexico. And if you want to take Spain, although many people say the Spanish shouldn't be included.
- Glaser: Are there many from Spain in this community?
- Myers: I don't know in this community.

United Way

Glaser: I see. Tell me about your involvement in the United Way.

Myers: I've done a few things in the United Way. I was on their budget committee, and I also was on their designated giving committee.

Glaser: What does that mean?

Myers: The Jewish community have been good citizens so we don't know much about it. What it means is when you give a gift to United Way and you're solicited in the business community, if somebody has an interest in a particular charity they can designate a significant amount of that gift to the charity. United Way must be bound by that. It would be the same thing as saying, if we did it in the Federation--but we don't allow that and it's a good thing, I think, that we don't--"You can give 50 percent of your Federation gift to the Jewish Home."

So a special committee was formed to try and find a way to eliminate that from happening or minimize the problem. For instance, hospitals in the East Bay were really promoting their employees and others and friends of theirs to give their United Way gift but to designate a portion of it to the hospital. In my view that's counterproductive. But it's insidious. Once it starts it's hard to stop.

Glaser: So how did the committee operate?

Myers: The committee operated in trying to find ways to at least go out to the community and urge people to be good citizens and not designate gifts. They couldn't stop them once they started it. They sent letters out to the executive directors or the presidents to say, "Don't do that." But we never did find a formula of how to eradicate it totally.

Glaser: Did you have to make personal calls?

Myers: Some of us did, yes. It was a good committee. But the Jewish community hasn't had that problem.

Glaser: I see. Tell me about the budget committee of the United Way. Was this a matter of making allocations?

Myers: Yes, making allocations. I was on it a few years and we had the Boy Scouts and the Girl Scouts, and one year we had the YMCAs and the Jewish Community Centers and others. It was broken down like we're broken down. I don't know about the East Bay, but we're

V ACTIVITY IN THE GREATER COMMUNITY

San Francisco Builders Exchange

Glaser: You also are on some commercial organizations. For instance the San Francisco Builders Exchange.

Myers: That was a long time ago. The San Francisco Builders Exchange is a non-profit organization to foster the welfare of the building industry and also to be a central location so small contractors can come and get plans and see what's going on and read all of the construction periodicals and associate with their peers. And it still exists.

Golden Gate Energy Center

Glaser: I've never heard of the Golden Gate Energy Center.

Myers: That's was a center that was formed as a non-profit over in Marin. It was funded by the federal government and some contributions by others to foster the proper use of energy and conservation of energy and make sure that pollution didn't exist. It went out of business because we couldn't find enough money. But at one time it was quite viable.

Glaser: I would think that that would be of great interest. People are becoming much more aware.

Myers: But there are a lot of organizations so there's a lot of competition.

The Jew knows how to give to tzedakah [charity], so he has a different focus.

broken down by different allocations in a group setting. This is very similar.

Glaser: Were there problems involved in cutting up the pie?

Myers: Big problems. Same thing as we all agonize with. They never raise enough money themselves. As a matter of fact, I think their job pales by comparison to ours. They have 4.5 million people in the Bay Area and they raise \$50 million. I can't remember the latest figures. I used to have the figures in my mind. We raise close to \$20 million in our own Federation with a 122,000 people. So you can see. Somebody could teach them how to do a better job out there, or else the non-Jewish world is not as charitable right now as the Jewish world.

Glaser: Well you have a lot more money, but they have a lot more organizations that depend on that lesser amount.

Myers: They don't raise anything by comparison.

Glaser: But then it's harder for the United Way budget committee.

Myers: It's very hard. And then you have pressures, you see, because if you have a YMCA--say you're dealing with the Ys. You know how many Ys there are, or YWCAs. If you give Piedmont any money the blacks are going to scream bloody murder. So it wasn't a pleasant chore. But I felt there should be some equity. I acted as a general citizen but if the occasion arose where I could help by pointing out things that we did in the Jewish community, I didn't hesitate to do it.

Glaser: Were your suggestions accepted?

Myers: Sometimes and sometimes not. It all depends who is at the meeting.

Glaser: From reading the past minutes of the Federation, I know that there were times when there was difficulty in getting from the United Way as much as the Federation felt it had coming.

Myers: I have to say that I think under Brian's-- There's no question we had more coming if you took it on the basis of viability and worthiness. Then the word "need" comes into focus. Were our needs as dire as others? I think we always got a fair share from United Way. Although, you know, at one time when I was on the board I think of individual donors, not corporate donors, six of the ten biggest individual donors were Jews. Six out of ten. The Jews give to everything. The Gentile, if he gives something to United Way, he thinks maybe a couple hundred bucks is significant.

Myers: The committee had subcommittees, much in the same form as it does today. Although today I think we call it the budget allocations committee. It broke down into subdivisions and interviewed various individuals from the constituent and beneficiary agencies. It gave them an allocation or recommended to the steering committee an allocation.

Glaser: Were there difficulties in arriving at how you were going to divide up the money?

Myers: Yes, there was. There always was because we never seemed to have enough money, and everybody had their own sacred agency they wanted to give more to. So I would say yes there was. The earlier meetings lasted way on into the early morning. [laughs]

[tape interruption]

Glaser: Who were some of the people who worked with you on the budget committee?

Myers: As I recall it was a fairly large committee. At one time it had a hundred members. It's just been reduced, I think, somewhat. Maybe in those days it had forty members. Jerry Braun, Bill Lowenberg, Jerry Marcus, I think Phyllis Cook. She was a lay leader. Bob Levison. Those are some that I recall.

Glaser: What effect did the '67 war in Israel have on the Federation on fundraising and the budgeting? I think an Israel emergency fund was established.

Myers: I think the '67 war had a dramatic effect on the fundraising and the solidarity of the Jewish community because people were proud of the victory and the conciseness of it and the impact of it. I still think the Yom Kippur War probably had a more dramatic impact than the '67 war. I think the '73 campaign [following the Yom Kippur War] was more dramatic.

Glaser: Was there any difficulty or conflict between the allocations for Israel and for the local community?

Myers: I think consistently in times of war that seems to diminish. But there are always people that say we need a strong local community to build a vibrant Jewish community, and there are others that say you're raising the money on the backs of Israel so Israel deserves a larger allocation.

Glaser: Explain what you mean by that.

VI JEWISH WELFARE FEDERATION POSITIONS

[Interview 2: August, 20 1992]##

Budget Committee

Glaser: In the Federation board minutes, the first mention of your Federation activity was in 1968, when Robert Sinton was president. Is that correct, was that your very first activity?

Myers: Was that activity being on the social planning and budgeting committee?

Glaser: No, it was the budget committee.

Myers: That sounds about right. I might have had an earlier affiliation in working on campaigns before 1968. In fact I know that I did.

Glaser: At what level was--

Myers: I think I started out taking some cards and then probably rose through being--. I know that at one point I was vice chairman of the Business and Professional Division.

Glaser: That's much later. I'll ask about that.

Myers: I took some cards. I know I worked prior to 1968.

Glaser: Why did you choose to serve on the budget committee?

Myers: I thought it was an opportunity to learn more about the Jewish community to render service to the Jewish community as well as being educated to render service to them.

Glaser: How did the committee operate?

Glaser: At that point they weren't one. They were combined in 1970 and renamed the committee of 100.

Myers: I think what we're making reference to there is Frannie Green, I believe, had the presidents of the major constituent agencies formed into not a standing committee but a temporary committee which was going to deal with how to create more synergism between the agencies, how to work closer together. I'm not sure if I was president of the Home. What year was this?

Glaser: It was 1969.

Myers: I was not president then. I really can't recall that function. Maybe the minutes might refresh my memory.

Glaser: There was a lot of action by the social planning committee. You were studying the future of the Emanu-El residence club. You were studying Homewood Terrace to assess the needs of the community in the care of disturbed and delinquent Jewish children. You established a committee on college youth and Marshall Kuhn was the chairman. And there was a recommendation for a two-year Hillel program at San Francisco State and City College. There was also a study done on Jewish education. I know it's long ago; can you recall your input on this?

Myers: No.

Glaser: The board accepted Mrs. Green's recommendation that the House of Love and Prayer be given \$18,000. That struck me as being funny because that's during the hippie period. I'm surprised that the board went along with that.

Myers: I really don't recall those episodes.

Glaser: In 1970 there were sixty-seven members on the social planning committee who were divided into six task forces to visit constituent agencies and learn about their history, operations, and future plans. Which did you visit?

Myers: I really can't recall and I'll tell you why. I don't know where I started because I stayed on that committee a long time. I became a chair of one of the subcommittees and then became a vice-chairman of the overall committee, and then ultimately I became the chair of the social planning and budgeting committee. So I don't recall what I did initially, but I did it all.

Glaser: Here's what we were talking about: in September 1970, the bylaws amendment provided for the combining of the social planning and budget committees.

Myers: The fact is that those people that are very pro-Israel, as far as giving them a greater share of what we raise every year, say that the popular issue of Jewish fundraising is Israel. The average person gives to the Federation because of their interest in Israel. And consequently Israel should get the lion's share of what is raised.

There are others that believe, and I think they are maybe more sophisticated and less emotional (I think certainly Israel should get everything it needs), that if you don't build a strong local community you won't have the foundation to fundraise, and therefore Israel will suffer in the long run. My own view is that a compromise between those two opposing thoughts is appropriate.

Glaser: I can see where that would be an on-going conflict year after year.

Myers: An on-going conflict. I don't think it will ever be eliminated.

Nominating Committee

Glaser: In 1969, when John Steinhart was president, you were named to the nominating committee. If you were fairly new to the board, wasn't it unusual for you to be named to that committee?

Myers: I don't think it's necessarily--I'm not sure.

Glaser: You would have to know who potential nominees were.

Myers: As I said earlier, I think that my activities pre-dated 1968 because I was involved in fundraising. So I knew a lot of the people through that method. So whatever his reasoning was, I don't know.

Social Planning Committee

Glaser: In 1969 you were on the social planning committee when Frannie Green was the chairman. You were there as an at-large representative.

Myers: I'm confused because there's the budget and finance committee, which you show as my first introduction in a formal mode to the Federation. And there's social planning and budgeting.

Glaser: You mentioned advertising. Does the Federation pay for its advertising in addition to the subvention?

Myers: We do. And we're the largest advertiser.

Social Planning and Budgeting Committee, Chairman, 1978-1980

Glaser: In 1978 and '80, you were chairman of the social planning and budgeting committee. This was a period of influx of the Soviet emigrés. What was the impact of that on the committee?

Myers: I guess up until recent times that period had the largest influx of Soviets. As I recall, we didn't get a lot of governmental aid and it caused us a lot of dislocation. I think there was a genuine enthusiasm on the part of the committee and the Federation leadership and staff to absorb these people no matter what the cost was. I was proud of that attitude. I think that's a good attitude.

Glaser: I suppose that meant that the Jewish Family and Children's Services needed more money from the Federation.

Myers: Yes, but they weren't the only ones because there are other organizations that work with--and did work with at that time--the emigrés. Mount Zion Hospital, both in their dental and medical plans, because Soviet emigrés came over here in poor health, certainly with very poor dental care. I think that was a major consideration and we responded to that. And there were many other organizations and constituent agencies that were helping out with the Jewish emigré problem.

Glaser: I suppose the Jewish Vocational Service would--

Myers: Jewish Vocational Service. I think in those days they were probably in their formative stage.¹ They're certainly doing a tremendous job today. They have expanded their facilities and their operations tremendously and justifiably, and a great measure of that is the Soviet emigré problem.

¹Jewish Vocational Service was established in 1972.

Myers: Right.

Glaser: Do you remember why that was done and the result of that?

Myers: Because it was a more efficient way of dealing with not only the problem of social planning but budgeting the money, and they felt that the best way to do that was the people that did the study ought to also make the budgetary recommendations.

Glaser: That makes a lot of sense. There was a consideration in the following year, in 1971, about supporting the Jewish Bulletin. They were running a deficit. What was your feeling about supporting the paper and how much it should be given?

Myers: I felt that we should subsidize the paper because the alternative would be to have our own house organ, which I didn't think would be as effective. So I was supportive of subsidizing the Bulletin to a greater extent.

Glaser: Was the paper then doing a good job?

Myers: I think the paper--you want me to be candid, I guess?

Glaser: I think that would be nice.

Myers: I think the paper was run by a very nice man, Geoffrey Fisher, but he was a former sports editor. I don't think the paper had the substance that it has at the present time. I think the move to Marc Klein was probably a good one, although I certainly found occasions to find fault with his assessment of controversial news. But I think he made an improvement in the paper.

Glaser: There have been some letters to the editor taking him to task for some of the articles, I think those about Israel.

Myers: Yes, in his desire to be an independent journalist--in my view--he raises a lot of controversial issues that I think impede fundraising. We subsidize the Bulletin to a great extent--I think it's probably close to \$300,000 a year now. When he came we made a special contribution to do things that he wanted done. And we are also the largest advertiser. I think there ought to be a recognition of that, and he shouldn't be in a position where he takes contrary positions that affects our very existence. That is, as a fundraising organization if we don't raise money we're in trouble. I don't find fault with him making an occasional critical issue about Israel, but I've found that there has been more than one occasion in the same publication that he's critical of Israel.

Finance Committee, Chairman, 1976

Glaser: In 1976 you were chairman of the finance committee. What are its functions?

Myers: The finance committee primarily is concerned with the budget. I was probably the treasurer of the Federation at that time because I know that now the treasurer of the Federation is chairman of the finance committee. But the finance committee is the monitoring arm, approves the budget and makes a recommendation to the board of directors for final approval. It operates as the fiscal committee to make recommendations as to budget changes, budget increases and decreases, and basically approves of the operating budget for the year.

Glaser: Yes, you were the treasurer at that time. You were also on the capital funds allocation review committee. I assume that refers to the funds that result from a capital funds drive.

Myers: Right. Not only for a drive. We really only had in this community, as far as I know for the last thirty years, two major capital funds drives that served a number of the constituent agencies.¹

Glaser: One would have been in '74. It was postponed from '73 because of the war in Israel.

Myers: Okay. We collected, as I recall, about \$16 million for that. Before that time beneficiary and constituent agencies would present their requirements for capital funds and the capital funds committee would review them.

Glaser: You just said something I want to ask you about. What is the difference between beneficiary and constituent agencies?

Myers: The constituent agency is an agency which we have a much closer relationship with. We only have about a half a dozen constituent agencies. You can check the records and Phyllis can tell you how many we have. Like the Jewish Home, Mount Zion Hospital was--whether they still will be--Jewish Family and Children's Service, The United Jewish Community Centers, the Bureau of Jewish Education. I guess Jewish Vocational Service would now be a constituent agency.

¹According to Federation board minutes of October 1959, a capital funds drive was authorized for fall of 1960 for Mount Zion Hospital and the Jewish Community Centers.

Public Relations Committee, Chairman, 1971-1975

Glaser: From 1971 through 1975 you were the chairman of the public relations committee.

Myers: I have an advertising background--I worked for a newspaper selling space. Maybe that was the reason that they put me in that job. I think it was appropriate and I enjoyed it.

Glaser: How did the committee function?

Myers: We didn't have a PR department that was as big as it is today. I believe that we have about five people in our PR department today, PR and media. Maybe we had a couple in those days. We made budgetary decisions that we based on campaign needs and also other promotional needs and direct mail costs during the course of the year. But of course the big focus was on the advertising.

Glaser: Primarily on the campaign, I would imagine.

Myers: And on campaign. Because on campaign we not only had advertising but we also had very substantial direct mail costs and events that cost money too.

Glaser: Aside from the budgetary considerations, was there input into the--

Myers: Oh yes, absolutely. As I recall, during my tenure Richard Rosenberg, who is now the chairman of the Bank of America and was then in charge of marketing for Wells Fargo Bank, was a member of our committee and was active in making the recommendations. So we had skilled people who had advertising and promotion backgrounds and we were the policy makers. Whoever was at that time the director of public relations presented us with programs. We discussed it and came up with ideas and thoughts and considered the budget that we had to work with.

Glaser: I suppose this would bring you in contact with the Jewish Community Bulletin a great deal. Or did the staff person do that?

Myers: I think for the most part the staff person did it. If there was a particular problem we might talk to the Bulletin, yes.

They are the agencies that are the main beneficiaries of our campaign. Whereas a beneficiary agency could be either a smaller agency or a national agency which we give money to. For instance, we do give significant money to the defense agencies, which are the American Jewish Committee, the American Jewish Congress, Anti-Defamation League, B'nai B'rith, etc. They are not constituent agencies, they are beneficiary agencies.

Glaser: You could almost sum that up by saying that your constituent agencies give service to the community, whereas the others--

Myers: No, because there are other local agencies that we give money to that are not constituent agencies but are beneficiary agencies.

Glaser: And still give service to the community?

Myers: And still give service to the community. Phyllis can tell you which ones they are now.

Campaigns

Glaser: You were vice-chairman with Henry Berman of the annual campaign in '72 and chairman of the Business and Professional Division in 1971. How did you organize that division?

Myers: The Business and Professional Division is what the word implies. It's industry and the professions. It doesn't exist any more because the thought was it was probably too large. But we organized it by divisions. For instance for the doctors, we went out and found a chairman and a vice-chairman. The dentists had their own division. In business we had a real estate division, we had a retail division, we had a garment manufacturer division.

So we've organized them along the lines of specific professions and businesses, feeling that the peers would know their fellow associates, know their capacity to give. That's how we organized the divisions, because we felt that peer pressure was a way in which we could maximize giving. And I think it worked effectively.

Glaser: And then in '73, you were the vice-chairman of the overall campaign, and you were handling special projects such as the giving by agency boards as well as membership organizations. What did you have to do to organize that?

Myers: We got all the organizations together and we asked them to appoint chairpeople and vice-chairpeople and have a little structure within their own boards, because some of these boards could be fairly large. They could have forty, fifty people on them. Did I do the general organization or just the boards?

Glaser: That was your special project, and you had the membership organizations as well as the boards.

Myers: That answers my questions, the membership boards.

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Myers: So they had their own organization and we appointed a chairperson (or had them appoint a chairperson, which we discussed with them) and vice-chairman, and they solicited their boards and committees and the general membership. I would go out and speak to the boards and try to stimulate their interest and explain the relationship between the Federation and themselves. And why if they wanted greater allocations of money they had to help us raise the money.

Glaser: This was the year of the '73 war.

Myers: When you say '73, the war didn't take place because I remember vividly the nomenclature of dates. We called ours the '74 campaign but it took place during the Yom Kippur War, because we're always ahead of ourselves. We start our campaigns early. The Yom Kippur War took place just as I became the chairman.

Glaser: I see. So if it says in '73 you were vice-chairman that means you started in 1972.

Myers: We start our campaigns early so the '74 campaign starts in '73.

Glaser: For the '73 war was there a second line in the campaign?

[tape interruption]

Myers: The 1974 campaign, which I chaired, was a campaign that commenced with the Yom Kippur War, because we are in advance in our campaigns. We start our campaigns early. As a matter of fact, the 1974 campaign raised \$12,200,000, which was double what they had raised in any previous year. I don't take credit for that by myself. I did work very hard. We had a skeleton staff at that time. In the midst of the campaign the campaign director left, one other person retired, and I think we were left with only two professionals on the campaign and I worked full-time on the

campaign. Fortunately I had sold my business several years earlier so I had the time that I could put into the '74 campaign.

In no way do I say that I singularly or even our campaigners--who were certainly dedicated and everybody was emotional about the Yom Kippur War--doubled through their efforts the campaign. I think we did a very good job and we all worked hard, but it was the Yom Kippur War that created the dynamics to double the campaign.

Glaser: For many years you served on the fundraising committee, becoming the chairman in 1975. What exactly are its functions?

Myers: Probably its major function is to set the goal for the next year. It's typical for the campaign chairman when he retires to be the chairman of the fundraising committee. The fundraising committee consists of a cross-section of community leadership, primarily those who work in the campaign, to establish the goals for the next year. To pick a specific number as to what we're going to raise in the next year and to discuss the possibilities of raising that money and why the goal that we recommend to the board for its ratification is supportable.

Glaser: Does the fundraising committee have anything to do with the selection of the campaign chairman?

Myers: They do make the recommendation. I'm glad you asked that, Eleanor. They do make the recommendation as to--at least they did in my day--who was going to be the next campaign chairperson.

Glaser: I assume that person had to work up through the chairs to get--

Myers: Yes, absolutely. For the most part every campaign chairman, at least in my era, worked through the chairs. In other words, was chairman of a division, then became a vice-chairman and then ultimately became the chairman.

Fundraising Methods

Glaser: What is your idea of the best way to raise funds?

Myers: I don't think there's any substitute for face-to-face solicitation and wherever possible two-on-one personal solicitations. The problem in this Federation, and I think in most Federations throughout the United States, we don't have enough dedicated people that are willing to take on the task and take a number of

cards and do a personal solicitation. I think another very important ingredient in campaigning--and I think I've got some marketing skills because I've been in marketing all of my professional life--is that you do the proper match up.

The people that call on the person have either peer pressure or economic clout or a reason why they would be the most effective solicitors for the person they are going to solicit. Both people have to have a rapport with the person. And I think we've had great success when we do that.

I have said for years--and I think this is a very important point--that Super Sundays, which are always ballyhooed as raising a lot of money, are our failure not our success. Because what it means is that we didn't have enough solicitors to solicit even the larger cards. It's gotten better recently but in the past we'd have ten, twelve thousand dollar annual donors who had to be called over the telephone by somebody they didn't even know. That certainly is not an effective way to maximize giving.

Glaser: Don't you also have a tremendous amount of effort going into soliciting people who really give very small amounts, in the Super Sunday event?

Myers: Yes. And really I've always spent most of the day at a Super Sunday. As a matter of fact, when my children were single and came with us, Eleanor and myself and the kids all solicited. For somebody like myself who was instrumental or had the leadership in raising \$12,200,000, I don't feel that it's the best use of my time to call on the \$10 card donor. Actually I don't; they save me some big cards, as they do other people--not just myself. And we try again with the bigger cards even on Super Sunday to match up. If I don't know somebody and I think somebody else does, I'll switch cards with them.

Glaser: Will you talk about fundraising, particularly with the campaign, as contrasted to the East Coast fundraising.

Myers: I will talk about that in great detail because I think I understand that as well as anybody, being a product of the East Coast. This community was an old, entrenched, elegant Jewish community, and the biggest donors in the community resisted the publication of a book. To this day we still don't have a book which doesn't necessarily mean that we list donors by their specific gift but categories. You could have a category of \$25,000 and over, a category of \$10,000 and over, \$5,000 and over, and \$1,000 and over.

Having been a product of the East and knowing now particularly through my CJF [Council of Jewish Federations] experience, where I've been a vice-president of CJF and where I was chairman of the western area--I know from most of the lay and professional leadership of large and intermediate size cities that we don't use the same tactics as they do. For instance, in the East if you belong to a country club you can't join that club unless you give a gift that the election board feels is appropriate.

Glaser: A gift to the Federation rather than to the country club itself?

Myers: Yes. In other words they say, "If this is a gentlemen's club, the mark of a gentlemen's club is you must be philanthropic." I tried for years at the Concordia Club, and I was on the nominating committee several years, to adopt the same principle there. We do have a few non-Jewish members so I said, "We will say that a person must give a reasonable gift to charity." That program was never accepted. Two years in a row I made my speech to the nominating committee, and the chairman of the committee was very pro-Federation. I'm sure he made the pitch but it fell on deaf ears.

The year that I was campaign chairman, Harold Dobbs had a dinner at the Lake Merced County Club. There were quite a few people that attended because at that time he was past president or maybe even president of Lake Merced and was a well-known figure. He got a lot of people and he got very little response from it. They all showed up for a free dinner, which as I recall Harold and I subsidized. We didn't get very much in the way of any increasing gifts. Most of them were non-donors and they stayed non-donors.

Now in the East, to get back to your original question (which I think is a very profound one) you can't get into a country club, you can't get into a town club in many of the communities unless your peers who are in the club decide that your charitable contribution is sufficient enough. And frankly there are economic boycotts, too. If a doctor is a specialist and he doesn't give enough and the other doctors care enough about the Federation, they just don't give him any referrals. The same thing in the law profession, and the same thing in patronizing people in other walks of life in the business world. That wasn't true out here and still isn't.

Glaser: It's my impression that back East things are done much more publicly, like announcing gifts.

Myers: For years we didn't announce gifts out here. We do have some announcements now, but it's not an obligatory thing. In the East they have announcing and you really have to stand up. If you don't you're kind of ostracized. So there is a different method and a lot of the communities employ it, it works. I think I've given you the illustration of Scranton, Pennsylvania with no wealth whatsoever (My hometown, so I know it well. My brother was the past president of the Federation.) raising over a million dollars. San Francisco with 122,000 Jews, our latest census of what our Federation has in population, which is a little less than thirty times that of Scranton, raises \$18 million and is a much more affluent community to begin with.

Glaser: Does that mean that you think that this community should be more aggressive in its fundraising?

Myers: I've always felt that it should be more aggressive. And I also think that there should be more outreach to the non-donors. I don't know whether I mentioned it earlier, Eleanor, but in the Silicon Valley, for instance--and there's no secret because most of these people are in firms that have gone public--there's a tremendous number of Jews that are leading the companies or are key employees and shareholders in the company. I would venture to say there might be as many as two hundred Jewish people that give us either an insignificant gift or no gift at all--most of them, I would say, no gift at all. If we really had a more aggressive way of approaching them, we could get a lot of money from them.

Glaser: How would one do that?

Myers: First of all, when I was president I urged a radical departure from what we were doing, and I still believe that when it comes to fundraising we should run it like a business. I wanted to give an incentive to every one of the employees based upon two things happening: our raising more money and our controlling our expenses. So if we improved our bottom line and more money stuck to the ribs, we would give part of that money on a formula basis to our employees. There was a large sentiment that was anti this approach. In the beginning Brian Lurie, our executive director, was against it. It finally passed narrowly, and after one year it phased out because the employees themselves, for whatever reason I still can't fathom, were not that enthusiastic about it.

Staffing

Myers: The other thing that I wanted to do was to hire a top-rate marketing man who would take over the Silicon Valley and organize it; pay him a big salary and give him an incentive, based on what was raised that wasn't ever raised before or on increases. I think there was a sentiment for both of those ideas that in Jewish communal life you just don't do that. But I say if the cause is worthwhile, then use any means that are not outlandish to generate more dollars. Because we certainly have a noble cause. If we believe that, then we ought to do things differently than we've done for generations.

Which gets me into a whole different subject about other things that I feel very strongly about. I think the Jewish community in its fundraising--as good a job as it has done by comparison to United Way and other organizations--still can make tremendous improvements. One of the possible improvements relates to Jewish communal workers. There is somewhat of a fraternity amongst them, most of whom have MSWs, to support one another in these people elevating their positions, and in a number of instances they're not qualified.

I respect the degree and I respect the people that are MSWs, but they should be used for what their training and background and also their personalities qualify them. Normally an MSW is a very sensitive, intelligent person and that person is a great social worker. But in a major Federation he's not necessarily a good campaign director. And yet these people keep on getting elevated.

We should be looking outside the field to have good campaign directors because a campaign director is a marketing man. So we should hire for marketing skills. The chief financial officer of a major or intermediate sized city should be a CPA or somebody with a financial background, and yet there are MSWs performing that function. The chief executive officer, which is the executive director or executive vice-president of a significant Federation, doesn't necessarily have to be and maybe shouldn't be an MSW. And yet there are a number of them that still hold on to that.

The other problem, from my vantage point, of our organizational structure within the federated community, is that there's a great disparity in salaries between executive director and the next level of personnel. And that chasm ought to be narrowed. There was a personnel committee formed called the Mandel Commission whose funding came from Mort Mandel, a very prominent international philanthropist. I was on the committee to

select the mandate for the commission and its structure. Then I became a vice-chairman of one of the sub-committees.

Glaser: Excuse me, is this for the Council of Jewish Federations?

Myers: The Council of Jewish Federations. On separate days I addressed the personnel committee and the executive committee of the Los Angeles Federation on the subject of the Mandel Commission and Jewish personnel within the framework of the Federation--although it went beyond that, but primarily the Federation. I said, "Until we are proud of our children who would become Jewish professionals, then the field will not be honored to the extent that it should and won't attract the best and the brightest."

The other thing we have to recognize, we have to pay the people commensurate with their abilities and their education. In a fundraising organization where your overhead can't be much higher than 12 or 15 percent at the outside, 85 percent of the dollars go to the bottom line, even if your overhead is 15 percent.

Glaser: I don't quite understand that.

Myers: You have an overhead of 15 percent. You collect a hundred dollars--

Glaser: What do you mean by the bottom line?

Myers: Only 15 percent are your total expenses. So if you raise a million dollars, \$850,000 goes to the charities.

Glaser: Oh, I see. I didn't understand what you meant by the bottom line. What's disbursed.

Myers: In business you have a situation whereby normally you have a cost of goods, unless you're in the service business. We don't have a cost of goods. We only have what overhead we have, our basic costs to raise the money, which is a small percentage of everything raised. So the more money we can raise, the better it is by far for us.

If a corporation earns 10 percent after taxes year after year, that would be an exceptional performance. Here we are raising 85 percent after taxes because we pay no taxes and our overhead is relatively small. At the very least 85 percent. So what we have to do is attract the best and the brightest in every position, hire people for the skills that they have and not coddle people, pay them well, and insist that their work ethics be commensurate with what industry expects.

Glaser: Relate what you've just said to this Federation. Do you feel that people should be paid more in order to attract better quality people?

Myers: Certainly in the campaign I believe that that's true. I believe that if we could hire good marketing people that really know how to mount a marketing program and can get out and help the lay people sell and even sell themselves. Because that's what we're doing. When we're soliciting, it's another word for selling. Our staff people are all salesmen, or they should be. Because even if they don't do the soliciting themselves they should be selling the volunteers on the idea of working harder and doing more cards and matching up better and coming to meetings. They're salesmen, and salesmen should be paid commensurate with their production. And there should be an incentive for doing a good job.

Glaser: One of the other past presidents that I've interviewed felt that there was too large a staff currently, or perhaps for the last few years. I think he meant not necessarily at the top level but perhaps a bit below. Do you feel that way?

Myers: I feel that way to some extent. Maybe what I would suggest is a re-deployment of staff, of taking dollars that are going for other things and putting them into the campaign. Because remember again, every dollar that we raise, 85 percent goes to charity. I think I'd like to find better, brighter, more aggressive marketing people and put the emphasis on that and I think it would pay off.

Glaser: When you say put less emphasis on other things, are you talking about things like the effort that goes into organizing missions?

Myers: No, because that's part of the marketing. I consider that to be part of campaign. I think the missions are very worthwhile.

Glaser: What did you mean when you said that?

Myers: I think that maybe we could reduce our PR staff. I'm not picking on them. Maybe we ought to look at our accounting staff to see if that's overpaid. We have a community program that is reaching out to the community to render services, and we're putting emphasis and time and money into that.

My idea is that if we re-direct our energies to campaign and put more emphasis and more dollars in campaign we'll generate more dollars. Then we can have more staff to do the other things, community outreach for instance, because we'll be raising more dollars. But we're not raising more dollars. We've been stuck in the mud for a long time in our campaign. We're not elevating our dollars raised.

In my judgement, when the existing generation dies out--and some of us are getting pretty old--I don't think necessarily our children are going to carry on the banner. That's not personal. I'm hoping that my children will and I think they will. But I think some of these future generations are not going to be interested. As we all know, there's a tremendous amount of assimilation now and intermarriage, and there is going to be a monumental problem in the next generation. So we've got to be more professional in our fundraising approach. "Business as usual" won't do it.

VII FEDERATION AGENCIES

More on the Jewish Home for the Aged

Glaser: In addition to chairing the 1974 campaign, you took on the presidency of the Jewish Home for the Aged. How did you have time to do both?

Myers: Well, I guess that was a coincidence. I guess it was my time to be chairman of the campaign. When I accepted being the chairman, the Yom Kippur War hadn't broken out, because you accept in advance of the campaign. I already was the president of the Jewish Home. It was difficult because, as I told you, I spent most of every day all day at the Federation.

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Myers: So being the president of the Jewish Home, which is a major constituent agency, and being the campaign chairman was certainly a difficult task. It was not easy.

Glaser: Who was the executive director of the Home at that time?

Myers: Sid [Sidney] Friedman who has since passed away.

Glaser: What were your responsibilities as president?

Myers: I've been president of many organizations, and I think the responsibilities are always the same. I think the president sets the tone for the board--but by no means dictates to the board because the board is the ultimate decision maker. The president is kind of the parliamentarian and steers the ship. The board and the president are the policy makers.

In an operation as large as the Jewish Home--I don't recall how big it was then, but we now have about 400 residents and 550

employees. You cannot as the president be hands-on in the operations. You're the policy maker. I used to say to Sid Friedman, "Look, you run the Jewish Home but remember you do everything but make policy. You're going to have a lot of influence in making policy, but you don't make policy. You have to bring what you consider to be policy decisions to us and then you can be an advocate of your point of view, but the board has the ultimate decision."

I think that is consistent in my philosophy and I think it's the correct philosophy. I don't think anybody that's sophisticated will quarrel with it. But that's the role of the president and the role of the board.

Glaser: Was Pinecrest part of the Home at that point?

Myers: At that time it was. At one time it had been a Federation satellite. It was part of the Jewish Home.

Glaser: Were there any special problems that you had to handle while you were the president?

Myers: Yes, we always had very serious labor problems at the Jewish Home because we do have a lot of employees, as I told you. I believe we had a strike during my presidency, which I wasn't proud of but we couldn't come to grips with it.

Glaser: Are the employees unionized?

Myers: Oh yes, very strongly.

San Francisco Synagogue-Federation Task Force

Glaser: You were also on the San Francisco Synagogue-Federation Task Force. What caused the need for that?

Myers: Incidentally, the Council of Jewish Federations is wrestling with that problem. I think that all of us in Jewish communal life recognize that there seems to be a cleavage, to a great extent, between the synagogues and the Federation. I'm not being critical or taking sides but I think that the rabbis, at least in this community by-and-large in my view, have not been that supportive of the Federation. I think they see the Federation as being a threat to them.

Glaser: Financially?

Myers: Yes. Because we're a big fundraising organization. There have exceptions, I'm not indicting the entire rabbinate. But there are many rabbis that feel that the Federation is a threat. Do you belong to Rabbi [Steven A.] Chester's temple in Oakland?

Glaser: No, I belong to Temple Isaiah in Lafayette.

Myers: Rabbi Chester is one of the few rabbis that I've found to be very supportive of the Federation, of the concept of fundraising outside of the temple. When he was a rabbi up in Stockton, because of my activities with the Council of Jewish Federations and being a western area chairman, we put on a couple of meetings there with Modesto and Fresno and other communities, and he was most supportive. But I think you'll find a lot of rabbis are resistant to the idea of getting involved with the Federation. And I think personally that it's a natural evolution, that both could be stronger by cooperating with each other more.

Glaser: I've seen where there seems to be some competitiveness also, because of fundraising, between a synagogue and a Community Center.

Myers: That's very true. I just want to elaborate on that. The Bureau of Jewish Education, the synagogues, and the Centers all feel infringed upon. The Centers don't, and I'm not making them more noble, but they don't have an argument. But the temples feel threatened whenever there are courses that the Centers or the Bureau put on. And the Bureau feels threatened by the Centers as well, saying, "The business of education is ours."

I was president of the San Francisco Center, I was also president of the Bureau, and I was treasurer of Temple Emanu-El. So I had an opportunity to see the conflict which is beneath the surface, but it's there. I don't have the answers on how to eradicate it, but there should be more synergism, more meetings between--. I think the Federation-synagogue relations are an important thing. I don't know whether we'll accomplish anything in our lifetime but it's an important thing.

Glaser: I think you're right that a great deal depends on the rabbi's attitude.

Myers: Right. And Rabbi Chester was so very cooperative. I was really impressed.

Glaser: What was the outcome of that task force?

Myers: I would say that nothing happened, bottom line.

Glaser: Can you recall who was on the committee?

Myers: I think in the beginning it was composed of rabbis, maybe temple officers, and lay leadership of the Federation. We had a few meetings. At the first meeting we had pretty good attendance, the second meeting not so good. It just eroded. The Council has a synagogue-Federation committee, and they've had it for quite a while. The Council really is a constituency of two hundred Federations in North America, and they really haven't been able to do anything meaningful either in the direction of Federation-synagogue relations.

Glaser: Were you involved in fundraising for Operation Exodus in 1989?

Myers: Yes, some. I took some cards, and in that connection I certainly was. I didn't play a formal role. I gave what I considered to be a significant gift. This community really rose to the occasion. We raised more money than our quota, which is highly unusual.

VIII JEWISH EDUCATION

Community Attitudes

Glaser: I want to ask you now about Jewish education and day schools. In 1968 Mr. Feldman reported to the board that there was a community concern about it. Was it that the community wanted more Jewish education or just the reverse?

Myers: I think the concern of Jewish education was that the Hebrew Academy and Rabbi [Pincus] Lipner sued--

Glaser: No, that's later. That's in the 70s. This report in 1968 was before Mr. Feldman became president in 1973.

Myers: There was a constituency in the Federation of powerful lay leaders who believed that day schools were not appropriate for the Jewish community. That the public school system and the private school system afforded enough opportunities. I think that feeling still exists. I was not of that school.

I feel that there still is a place for another opportunity. That those people that want their children to get more of a Jewish education have the right to select the day school. However, the day schools are getting an enormous amount of money from us at the present time. I think the highest per capita contribution in the United States to a day school today is to the Hebrew Academy.

Glaser: Do you mean from the Federation?

Myers: From the Federation. Absolutely. We deal with a tremendous amount of money to all the day schools. And there's a proliferation, now, of day schools. More are opening up and they are asking us for their support. I think there has to be a

balance as to how much this community can give to day schools. I'm supportive of day schools.

Hebrew Academy

Myers: I was very instrumental--I would say I was the most instrumental of any lay person in the Hebrew Academy building its new building. I was president of the Bureau at the time, and the president of the Hebrew Academy had some financial reverses and had to pay attention to his own business. So I really acted like the president of both organizations, only in the building of their location. And I was supportive of Rabbi Lipner because while I could take exception to some of the things that he did, I felt that the old school he had--which was in a series of houses--was very sub-standard. From a health and fire standpoint, it was a shame that we housed Jewish kids in that.

So I was a big supporter in helping him build the new school. He has publicly acknowledged that several times, although I had difficulties with him after that. But I was the emissary that went through the city hall--there was a lot of neighborhood opposition to the school. I spent a tremendous amount of time in helping get that school passed by the planning commission, the board of supervisors, and others. As I said, there was a lot of opposition to it.

Glaser: I didn't realize that you were that involved with it.

Myers: Oh yes, I was very involved.

Glaser: He's a very controversial figure.

Myers: A very controversial figure. After that he threatened to sue. There was some discussion of his suing the Federation.

Glaser: He did in 1973.

Myers: This is much later, when I was president.

Glaser: A second time?

Myers: Yes. And I stopped my support of him. He called me up to ask me for a contribution and I said, "How can I give you a contribution when you may sue the Federation and I'm president of the Federation? That means you're going to sue me."

Glaser: Why did he want to sue the second time?

Myers: Over his subvention. He wanted more money and he claimed that we weren't giving him his just deserts. He's a very difficult guy.

Bureau of Jewish Education

Glaser: In 1984 you were president of the Bureau of Jewish Education. Were there any problems then?

Myers: The building of the school for the Hebrew Academy took an enormous amount of my time.

Glaser: In general, describe what the Bureau does.

Myers: First of all, it is the advocate for Jewish education in its broadest concept. It has a staff that assists the Sunday schools, who get a subvention from the Federation, basically on a per capita basis. It handles and supervises and assists the day schools. It has its own programs, puts out educational materials, it has a big media department. It assists the day school, and has staff people that are skilled educators that go out into the community and help promote Jewish education and help elevate Jewish education in every way.

Glaser: So among other things it's a resource.

Myers: It's a resource as well as a monitoring entity and that's what it does. And it has its own educational programs on many levels.

Glaser: You mean giving education directly rather than--

Myers: In my day they even had a school. I can't recall whether they still have one.

Glaser: Just currently, within the last few months, there has been some to-do with the director resigning. I think further back there was also difficulty with a director.

Myers: Howard Gelberd. It was during my tenure that he came here.

Glaser: Do you have anything to say about that controversy?

Myers: I'm in a difficult position because my son-in-law was the president of the Bureau at the time. But I will say, trying to be even handed, that I felt that Howard was a good professional. He was smart. I think as time went on he didn't administer the

Bureau and spend the time that he should. I think that Doug [Douglas Goldman] put the pressure on him to perform his duties as Doug saw them and that created the conflict.

Glaser: Who was the executive when you were the president?

Myers: He [Howard Gelberd] was in the later part, and in the early part Larry Moses.

Glaser: In the Federation minutes I came across the fact that in the 1970s there was an attempt to merge the Bureau of Jewish Education with the San Francisco JCC. Just an attempt, it never went through.

Myers: It wasn't a merger of the institutions but a merger of the facilities to be contiguous with the Center. But in the end result, Menorah Park occupied the site at the Center, which in my judgement was the best utilization of the property.

What happened was five of us donated some land to a project. Not to the Center, but to the Jewish community. We bought some land with the thought that we would build housing on it that would be federally subsidized.

Glaser: We'll talk about that when we discuss Menorah Park. But that had something to do--

Myers: I'll tell you why, Eleanor. There was talk when we thought we couldn't get a housing project because we were turned down--the government allocated the subsidy to others. But in the interim we said, "We've got this land and there is some extra land the Center has. Wouldn't it be nice, if the Bureau of Jewish Education would move next door to the Center and the kids could be at school there." The whole synergism. And it was a good idea. I think the housing was more probably more desperately needed, but it was a good idea. I think that's the dialogue.

There wasn't any programmatic change. It wasn't a merger of two organizations, it was a physical merger. And then, we said, the kids that belonged to the day school that we had at the time could swim in the Center, and maybe we'd attract kids from the Center who would be more serious about Jewish education.

Glaser: Now that's a good example of how one can misread the minutes of the board. [laughter]

Were there any problems with the Bureau of Jewish Education aside from the Hebrew Academy, at the time that you were president?

Myers: Well, there were some people that didn't like Howard Gelberd, some people on the board that were influenced by a person who was let go. So there was some animosity to Howard Gelberd. I must say that I think I dealt with that very promptly and the opposition disappeared. At least it went below the surface.

Glaser: Was that a rabbi who had to be let go?

Myers: No. Rabbi Ducoff was a prior executive director who was asked to resign after many years' service.

IX SAN FRANCISCO JEWISH COMMUNITY CENTER

President, 1972-1973

Glaser: Do you have time to talk about the Jewish Community Centers?

Myers: Sure.

Glaser: What made you interested in being active in the San Francisco Jewish Community Center?

Myers: I honestly don't remember, but I guess one thing was that my children went to the Center nursery school.

Glaser: But this was very soon after you came to San Francisco wasn't it?

Myers: I don't know, it was a long time ago. When a friend of mine asked me to join the board, I was eager to join the board. It was just that I wanted to do something for the Jewish community. I was already, I think, giving some money and taking some cards. So I decided that I would do that.

Glaser: Did you have any committee assignment when you were on the board of the JCC?

Myers: Oh, yes. I'm sure I went through the chairs, too. I probably was treasurer and vice-president before I became president.

Glaser: Did you know Jesse Feldman when you were active in the JCC? Because he was the chairman of the San Francisco JCC and then he was president of the United Jewish Community Center in '67 to '69.

Myers: Yes, I knew Jesse, yes.

- Glaser: And Robert Sinton was president of the San Francisco JCC from 1954-1956.
- Myers: I was probably a board member during Jesse's period. But when I was president of the Center, which automatically gave me a seat on the UJCC board, Lloyd Dinkelspiel, Jr., was the president of the UJCC.
- Glaser: You became president of the San Francisco JCC in 1972. That was at the time when you were the vice-chairman of the campaign with Henry Berman. You seem to be able to juggle a lot of things at the same time.
- Myers: Because I had retired in 1968.
- Glaser: You had other committee chairmanships, too. How did you manage to do all this?
- Myers: I was pretty much a Jewish volunteer full time. I really was.
- Glaser: You were not only the vice-chairman of the campaign, you were chairman of the public relations committee, the finance committee, and the social planning and budgeting committee, as well as being on many other Federation committees. That's a lot.
- Myers: That's a lot because the social planning and budgeting committee alone has a lot of meetings. It's a lot.
- Glaser: Our office did Marshall Kuhn's oral history.¹
- Myers: I worked with Marshall. He was the executive director during part of my presidency. Marshall and I were good friends. I'll tell you, he had a dramatic impact on me when I used to visit him in the later stages of his illness. It was just tragic because that's a terrible disease. You waste away and you have trouble breathing. It was Lou Gehrig's Disease. It progressively gets worse. I used to take him to lunch and he'd have trouble walking in the early stages. But in the end it was just a disaster. He was a very lovely guy and smart and committed.
- Glaser: He said in his oral history that the JCC building was just plain falling apart.
- Myers: Well, that's true. I imagine that that was twenty years ago.

¹Marshall H. Kuhn: Catalyst and Teacher: San Francisco Jewish and Community Leader, 1934-1978, Regional Oral History Office, University of California, Berkeley, 1978.

Glaser: Then you had to deal with that as a president.

Myers: Right. The building has been inadequate. It had probably been inadequate since 1965. We did have an opportunity to sell it. I recall when I was president I met with Safeway. They had a store down the street, which they no longer have. They had just started a theme where they wanted to build bigger stores and maybe even put housing up above. They offered us what was a lot of money in those days, a million dollars for just the land. But we would have had to tear down the building and replace it and there was nowhere we could do that.

Glaser: If you could do it now, where would you start over in San Francisco with a new JCC?

Myers: You know, there is some discussion (and it may never come to pass) with Laurel Heights, which is owned by the University of California San Francisco. Laurel Heights is across the street from the Center. The building is huge. It was owned by the Firemen's Fund. That building could house the Federation, it could house a number of organizations, and it could house the Center. So that would be an ideal location, because I think the location of the Center is good. It's just that the building has been falling apart for a long time.

Glaser: Mr. Kuhn said in his oral history that after he left a child was drowned in the pool. Were you president then?

Myers: I don't think so, no. But I recall the incident.

Glaser: That must have been terrible.

Myers: A terrible thing. That happened too, ironically, in Scranton, Pennsylvania. My father's closest medical colleague lost a daughter in the pool in the YMHA. Terrible thing. He never recovered from it.

Glaser: Children have to be watched.

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Glaser: Was Camp Tawonga successful at the time you were president?

Myers: Yes, but Camp Tawonga was a separate entity. I would say it was successful. My son was very active in Camp Tawonga. He was treasurer of the camp, he was a counselor and a junior counselor at Camp Tawonga.

Glaser: How do you mean it was a separate entity? I thought was part of the JCC?

Myers: It is but it doesn't have anything to do with the San Francisco Center. It is its own entity just like the San Francisco Center is. They're all part of the UJCC but the San Francisco Center is autonomous from Camp Tawonga and vice versa.

Glaser: How is it administered?

Myers: It has its own director and its own board of directors.

X FEDERATION EXECUTIVES

Rabbi Brian Lurie

Glaser: I want to ask you about Federation executives. Being on the board as long as you have, you've worked with all the three executive directors starting out with Sanford Treguboff and then Lou Wientraub and Brian Lurie. I've been told that you had a hand in Brian Lurie being hired by the New York Federation.

Myers: I played a very significant role in this affair.

Glaser: This was when he was an assistant rabbi here.

Myers: Right. I got friendly with Brian when he was assistant rabbi at Temple Emanu-El and I was on the board. I can remember right now what he said that impressed me and why I respected him. He said that a temple shouldn't be four walls and insulated just for religious purposes, but it should reach out and do good things for the community because it has resources. Emanu-El, particularly in those days, was in good financial shape and had a cemetery fund, and he felt that they should do things externally. I bought that concept. We became friendly.

I was on a prime minister's mission together with a woman by the name of Elaine Cyrus (her name is now Elaine Wenik) who was the head of the national Woman's Division for the UJA [United Jewish Appeal]. We were on the plane together. How I got friendly with her is her daughter worked for the Jewish Home for the Aged here. Her daughter was one of our social workers. So we became good friends. I hadn't met her before but she knew my name and she said, "My daughter works for you."

On the way back from the mission we were seated together, and she said that the United Jewish Appeal of Greater New York¹ was looking for a good-looking, extroverted couple and it wouldn't hurt if the man was a rabbi. The couple would cultivate young people whose parents are not that affiliated but who have enormous wealth, as many people do in New York City.

Brian's term was coming to an end because Emanu-El had a rule that an assistant rabbi couldn't stay more than two years, but if the senior rabbi elected to, he could stay a third year. After the third year he had to leave, because we once had a problem with a rabbi that stayed eight years as the assistant. When the senior rabbi left he didn't get the job, and it created a divisiveness in the temple because some were pro his getting the job and others weren't.

So I said, "I've got the perfect man, the search is over. I know a young man. His wife and he are very attractive, mix very well. He has to leave Temple Emanu-El. I can't speak for whether he'll be interested in the job, but I can recommend him highly. I think once you interview him, that's it. You won't hire anybody else." Ernie Michel who was the executive director of the New York UJA, was on the plane and I knew Ernie and we talked about it. He said, "See if the man is interested and if he is have him call me."

I called Brian and he wanted to know how much the job would pay. I said, "Brian, if they want you they'll pay you a good salary. You can almost set your own. It is expensive to live in New York, but I don't think that's going to be the obstacle." So he called them and that's how he got the job.

I was also key--it may conflict with Jesse's recollection--I was the key person, I think, in introducing him for the job of executive director here. And I'll tell you how it happened. I have to read Jesse's comments because they may be in conflict and I don't want to put him in a compromising position. There were seven men that met. Jesse was the president. I was one of the seven people. The problem was that we had come to a conscious decision that Lou Weintraub should probably be replaced. And it wasn't that he was incompetent, because he isn't incompetent, it was just that we felt that we needed new blood. The seven people agreed totally. There was Mel Swig, Jesse Feldman, Doug Heller, Jerry Braun, Larry Myers, Billy Lowenberg and Richard Goldman. As a matter of fact, we were called the "unholy seven," and maybe for

¹The name of the organization is now UJA-Federation of Jewish Philanthropies of New York.

a good reason actually. The president of the Federation at the time was Frannie Green.

Glaser: I think it started under Jesse Feldman--

Myers: It started when Jesse was president but he was no longer president when the final decision was made. Frannie Green was then the president. I guarantee it. You can ask other people, but I guarantee I'm right. This is what happened. Her brother was still living and she told her brother that she was visited by two members of the informal committee who felt the entire board of the Federation would support the resignation of Lou Weintraub. He said to her, "How dare they do that when you're the president?" And Frannie got awfully mad at us. They named us the Unholy Seven.

In any event, the discussion got along that we had the vote. We felt that the board would vote for this, and that we would treat Lou Weintraub well in the settlement. We weren't throwing him out on the street. And they said, "Who would fill this job? Who do we have in mind?" Nobody had any thoughts.

So I had a great idea. I said, "Brian Lurie." Nobody was enthusiastic about Brian Lurie because he was a young kid at the time. I think Mel Swig had one confrontation that I recall at the social planning and budgeting level where Brian did something Mel didn't want. Jesse didn't know him because he didn't belong to Temple Emanu-El, he belonged to Beth Sholom. Jesse said, "Yes, I do recall. Is he the young assistant at Temple Emanu-El?" He said, "Do you want me to replace Lou Weintraub, who's been in the community a long time with a thirty-one, thirty-two-year-old, young unproven man?"

I said, "Jesse, you go to New York all the time. Next time you're in New York you look him up. Form your own conclusions. I'm just telling you there seems to be a void of applicants, and I'm saying he would be a good applicant." The rest of it is history. After that Brian and Jesse got along as you can hear from what happened today.¹ But that's how it happened.

Glaser: It was as if Mr. Feldman was almost like a father to him.

Myers: Absolutely. But it was my instigation to bring him out here and I was the only one. And there was no enthusiasm for it either until Jesse went back because nobody else really knew him. Jesse just

¹Reference is made to a luncheon attended by Brian Lurie and his sons at which Mr. Feldman's oral history was presented to him.

thought he was the greatest thing since popcorn, and Brian did a lot of things in the Jewish world that were very important, so it was a very wise decision. He was elevated as a very young man, and I don't think Frannie Green ever forgot about it.

Glaser: Her expression was that she felt she was out of the loop.

Myers: Right. And we were not correct in not keeping her advised of our ad hoc committee. She was the president and deserved the courtesy.

Sanford Treguboff

Glaser: Tell me about your contacts with Sanford Treguboff.

Myers: They were pretty minimal because I was not that important at the Federation. Later on I knew him better. Even when he was emeritus and he had retired he was on the board of the Concordia Club, and I used to see him there socially. Sanford, in my view, was kind of an elitist kind of guy and paid attention to the old families, the old establishment, and I was just a new kid on the block. So my exposure to him was very limited.

Louis Weintraub

Myers: My exposure to Lou Weintraub was different because during the Yom Kippur War, the campaign of '74, Lou was still the executive. My working with him closely then led me to believe that we needed a change. By the time the campaign was winding up, Brian was already designated as the executive director but couldn't leave New York. But we did a hurry-up mission and about thirteen of us went to Israel. Brian and I led the mission even though Brian wasn't on our salary. We also went to England, which was very interesting because the British were having an excellent campaign and we wanted to know how come they were having it. We met with their lay leadership, which was very interesting. Trevor Chinn, who was one of the lay leaders, came over from London and helped solicit for us and re-solicited a lot of people.

Glaser: In 1963, Sanford Treguboff was loaned to England to help the Joint Palestine Appeal of Great Britain get organized for their campaign. Evidently he did a very good job if somebody from England could help here.

Myers: I think he was a very capable guy, but he was an autocrat.

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XI ISRAEL

[Interview 3: September 1, 1992]##

Prime Minister's Mission

Glaser: You had a trip to Israel in 1971 when you represented San Francisco at a time when Prime Minister Golda Meier invited leaders of chief American Communities to come to Israel. Why were you chosen?

Myers: I guess I was active in the campaign and I certainly was an officer of the Federation at the time. We had two delegates that were selected. The other gentleman was Jay Friedman. I'd like to think maybe it was on my merits but I'm not sure. [laughter]

Glaser: What did you learn on the trip?

Myers: It was a very exciting trip. I'd been to Israel before then, but the Prime Minister's Mission in those days was really fairly elite. We met with many of the cabinet ministers as well as with Golda Meier, and we were briefed by, I believe, Abba Eban at the time. We heard an enlightening speech and had an opportunity to ask questions of Golda Meier. We were invited to Moshe Dyan's house. We learned about the problems of Israel at the time and what the needs were for money; because as usual there were tremendous financial requirements.

We also even visited some of the military installations. What year was the Entebbe operation?¹ I'm not sure that was it. But on one mission I do recall that we met with Shomron who is

¹The rescue of a plane load of El Al passengers held hostage in Uganda by terrorists took place in 1976.

now, I believe, the chief of staff of the Israeli army. He was then a young colonel, who planned the raid. It was an exciting thing to see these young patriots who really risked their lives. They all were in one camp after the Entebbe operation. I don't recall what the date was but that was something we did see. On another mission we saw the Phantom planes when they first came out on the air strip, taking off. That was very exciting.

Glaser: On this '71 mission, did you have a chance to compare San Francisco's giving with other cities, what they were giving to Israel?

Myers: Yes, because everybody stood up and pledged. The final night we had a dinner in the Knesset in which Golda Meier spoke, as did some others. Naturally U.S. leadership was all there. I think San Francisco was, in those days, beginning to acquit itself well in the fundraising area. They lagged behind most of the eastern communities early on, but it was coming up.

Project Renewal

Glaser: In 1978, Project Renewal was accepted with a commitment of \$3.5 million. Would you talk about that please?

Myers: I think San Francisco was really amongst the leaders in Project Renewal. We had two communities. First we had Tel Hanan and then we had Kiryat Shmona, which followed a couple years later. We developed some interesting projects in Tel Hanan to help them, which was a small community outside of Haifa. We were more hands-on than other cities were, it appears to me, and dealt with dispatch in giving funds, and not only financial help but technical help to build things and to be part of the communities. That's my own impression. I think we did a better job on Project Renewal than we might have done in fundraising in those days.

Glaser: Was there a feeling of person-to-person contact?

Myers: Yes. I wasn't that active in the Project Renewal enterprise in Tel Hanan but I was in Kiryat Shmona. And the mayor, a guy by the name of Prosper, was a very dynamic and aggressive man, committed to being a mayor and doing good things for his community. During my presidency, I believe I visited it twice and I think he came over once. There was a very warm one-to-one relationship, not only at his level but at other levels too. Our Project Renewal committee visited Tel Hanan and I remember one time we had a rather large mission that went to Kiryat Shmona. Arthur and Alice

Zimmerman donated an addition to the high school, which was a library. We even stayed at the hotel there. They urged us to stay overnight and not just come for a day (which I thought was appropriate) and spend time with the community of Kiryat Shmona, the individuals. We had dinner with a lot of the people. There was a lot of synergism and camaraderie.

"Who is a Jew" Issue

Glaser: How was the issue of "Who is a Jew" handled by the Federation?

Myers: I think there was a strong sentiment that prevails along the line of Conservative, Reform, and even modern Orthodoxy. The belief that if a person's mother was a Jew that there was certainly no question that that person was a Jew. And even if the person was a convert to Judaism and accepted by any particular denomination of rabbi, that person was a Jew. I think there was unity on that. There might have been some minor dissent, but I think there was unity. There was criticism on our part--I'm talking about San Francisco and I think most of the American community--that the ultra-right wing Orthodox has had very narrow guidelines as to who is a Jew that is not acceptable to us.

Glaser: Didn't Annette Dobbs go over with a group from the whole country to voice American Jews' disagreement with that?

Myers: Yes. She did.

Overseas Committee

Glaser: What was behind the creation of the overseas committee in 1983? You were on that committee.

Myers: Well, I think from the vantage point of our Federation, led principally by Brian Lurie and supported strongly by people like Richard Goldman, Ron Kaufman, myself, and others, that there was a view that the Jewish Agency--which as we know is the conduit of all the funds raised by the Diaspora--was entrenched in a bureaucracy that didn't change. Our overseas committee was formed to try to lead others into believing that a reform of the Jewish Agency was good for Israel. That there could be much more

innovative programming if there was a more enlightened new administration and new people rising to the fore to take over the Jewish Agency.

Glaser: The next year, 1984, the Federation opened an office in Jerusalem. Was this to show the Jewish Agency how serious you really were?

Myers: I think that was a large part of it. I can't remember when the \$100,000 grant was given to our Amuta.

Glaser: That was 1986.

Myers: Okay. I think that was the forerunner of showing our interest and allegiance to Israel and wanting to have our own office to monitor events in Israel and also support our missions to Israel and other organized groups, such as our overseas group, that would go to Israel. We would have our own office for a closer relationship with the State of Israel, and I think the forerunner of it was to put the pressure on the Jewish Agency for direct reform.

Glaser: Was the entire Federation board in favor of first the office and then the \$100,000 direct grant?

Myers: I can't remember whether there was some dissent, but the overwhelming majority of the board was in favor of it.

Glaser: Was Amuta established when you were president?

Myers: It existed while I was president. It was established prior to my being president.

Allocation of Funds: Israel vs. Local Needs

Glaser: Federations have always had to make hard decisions about how to allocate funds between the local community agencies and Israel, and the survival of which comes first. What is your thinking on that?

Myers: I recognize there are a number of enlightened and dedicated leaders of our Federation that believe that the campaign is raised upon the backs of Israel; that Israel really is the primary focus of giving. My own view is that Israel is certainly important and should receive by far the largest single grant and a significant percentage of the entire campaign. There are some people that get aroused when we tend to be near the 50th percentile of the total campaign receipts not going to Israel or going to Israel. Fifty

percent seems to be a magic number from their vantage point. I believe that there has to be balance.

Dismissing the national agencies, because I don't think we give them so much money that they are significant, although I think they are worthy of support. Some of them may get more support, some of them may get less support than they should. But just dealing with local agencies versus Israel, I believe you have to have a strong local community that does things that are visible here in order to make Israel strong as far as our contribution is concerned. Because if we don't have a local community we won't have an organized community that will give to Israel.

We get a lot of our leadership from people who start at constituent and beneficiary agencies in our community and then get involved in the Federation. I'd say most of the leadership comes from the local agencies, and then those people graduate into the Federation. So it's a training ground for our professional and most particularly our lay leadership. It's essential that we give money to perpetuate our local communities. One can't survive without the other. They are both equally important.

Glaser: It's really a hard decision, as I said before. It's a hard call to make.

Myers: It really is. But you can't be pro-Israel to the detriment of the local communities. And in the last few years, where the campaigns have been flat and special needs in campaigns exist in Israel--such as Operation Exodus, which we responded to dramatically--I believe that our local agencies pretty much had a stand-still budget. This is a detriment to hiring and retaining staff from a personnel standpoint.

You can't keep staff happy and keep staff in place, even, if you don't give then increases. The cost of living goes up, and if they remain static they're actually getting a real earning deficit. Because if inflation takes place even at 3 percent and they have a stand-still, no increase, it's a serious situation. So I think we have to address that question.

The other serious question that we have is, in my view, we don't have limitless dollars to give and we have very significant capital fund needs. In this community right now we just got through building a \$14 million Jewish Community Center in Marin, we're going to have in excess of a \$20 million Jewish Community Center in San Francisco. The community is now beginning the public campaign for the Jewish Home for the Aged, which has a \$22 million addition. So when we consider that, and there's talk of a continuing Operation Exodus, I don't see where all this money is

going to come from. I hope it doesn't affect the local agencies' deterioration in its programming.

Glaser: When you were talking about the needs for the JCC and the Home for the Aged, is there another capital funds drive in the works?

Myers: Not a unified capital funds drive. I don't believe that that's in the works. Because the Jewish Home for the Aged campaign is in full bloom. They have raised over \$18 million to date out of the \$22 million required. That leaves the Center as the project right now that's in the cards.

More on the San Francisco Jewish Community Center

Glaser: Are they going to rebuild it or is this for rehabilitation?

Myers: We talked before about taking over Laurel Heights. It's a very ambitious undertaking if it happens. So if that happens the answer to your question is they would move across the street. If they refurbish the Center totally--they may even have to knock it down in order to do that--I don't see where they're going to get a lot that's as good as the one we have at the present time and still be in a good location in San Francisco. So the odds are from my vantage point that they might stay where they are or move across the street to Laurel Heights. The likelihood of this happening is difficult to assess because of all the layers of decision-making at UCSF, and there is already an important segment at UCSF that may be perceived as proponents or opponents. I think those are the two viable options, unless some substantial piece of land becomes available that has as good a location in central San Francisco.

Glaser: If they build a new facility or rehabilitate where they are, they would have to close down for several years.

Myers: Yes. I think in any event they'll be shut down for a couple of years at least.

Glaser: That's too bad because they really fill a need there.

Myers: They do. There are substantially over a million people a year that go through the San Francisco Center. When I was president, and that might have been twenty years ago or more, there were a million people a year. That's the same people repeating their visits, but still a million people a year is a lot of people to traipse through a decaying Center. It's in bad shape.

XII MENORAH PARK

DROME Associates

Glaser: Please tell me about Menorah Park. In 1975, the Federation accepted a proposal of a committee on aging for housing the poor well elderly. I believe Ron Kaufman was the chairman of that. Was that the beginning of the whole idea of Menorah Park?

Myers: Let me tell you the genesis of Menorah Park, how it developed. I'm very proud of my contribution to Menorah Park because I think it was one of the most significant things that I've done in the Jewish community. I'm also frustrated that we only have 150 units there. We have need for, in my view, ten-fold that many. So there's a pleasure and a frustration about Menorah Park.

Menorah Park started out as a concept with us accumulating some land. Irv Rabin put five of us together. There was Lloyd Dinkelspiel, Jr., Irv Rabin, Seymour Ellison, Barney Osher, and myself. And we formed a little association called DROME which is the first initial of our last names. We then acquired some property that was contiguous to the Center. The Center had some property that they weren't utilizing fully. This was raw land. We didn't have any pride of authorship where we wanted to do the thing under our own. We met with the National Council of Jewish Women, who were interested in doing housing. We told them we didn't need any credit. For some reason they didn't like this site, and they were seeking other sites.

But ultimately we put a proposal together to the federal government for a mortgage and Section 8 money. The mortgage wasn't that advantageous. The most important thing was the Section 8 money. This is rent supplementation based upon if somebody is low income they are subsidized dramatically by the government. There was a limited number of projects available, and

the first time we lost out because I think we used the wrong political avenues. There was a Republican administration in Washington and we were using the influence of the Democratic senators and others. We weren't without tremendous political influence, but we should have been using some Republican influence. The second time around we did get the allocation, both for Section 8 and the mortgage.

We were very fortunate that the city insisted that they wanted the street facing Sacramento to have stores on it, because those stores ultimately gave us income. It allowed us to do a much better job for the residents because we had a good income. The federal government had never done a project with stores so naturally the federal government, being a giant bureaucracy, said, "We can't approve this." We said, "Then we can't build it, and since we're a good sponsor you'd be making a bad mistake." So at any rate in the long run we got the stores and we built the project.

I became the first president. In the interim a person that was of immeasurable help to me was Mike Papo, who's now the Koret director but was the social planning and budgeting director for our Federation. He and I, with the help of our staff and other lay people, put the deal together. We formed a board and I became the first president.

I decided early on I didn't want any politics. Somebody might try to use influence to get their parents in because it was a very good, brand-new building. It was a nice building, the apartments were lovely. So I hired three professionals. I gave them a small honorarium and blocked out the names of the people so nobody knew who the applicants were by name, and they picked the most worthy. Which I think was a very good thing because then nobody could accuse us of letting somebody's mother in because they had influence with anybody.

We did get a number of Russians that way. In the early stages the Russians, because I think they lived in a different social environment in Russia, were very pushy (because, I guess, they felt emancipated) and also very clannish. They were very aggressive, they practically bowled you over in the halls. But they got Americanized, I guess, as time went on.

In the beginning we had some minor problems. Not trying to give it the broadest brush we could, but complying with FHA regulations, we had 1,500 applicants for 150 places. The waiting list still goes on and on. As I say, the bittersweet aspect of this is there should be more Menorah Parks. Right now it's very

difficult to do because you can't get the rent supplementation program.

Glaser: Is there any chance of adding stories on top?

Myers: No, because there's height restrictions.

Glaser: Was the JCC involved in this? They're back to back aren't they?

Myers: Well, the JCC cooperated with us and we cooperated with them. They use some of our facilities when they're busy and booked, and certain rooms double as JCC event rooms as well as ours. Of course, the Center being next door is a big advantage to the residents because there are senior citizens' programs, there are very inexpensive and good lunches at the Center, there are athletic facilities at the Center, and a lot of programming, cultural programs, and so forth. So it's an ideal place to have a housing project next to the Center. JCC also had some land they gave to the project.

Glaser: It's a nice neighborhood, also.

Myers: It's a nice neighborhood, and it's convenient for transportation. So it's just a great place. It's too bad we don't have five of them or ten of them.

XIII FEDERATION PRESIDENTS

Responsibilities as Vice-President and President-Elect

Glaser: You were a vice-president under four presidents: Jerry Braun, Richard Goldman, Bill Lowenberg, and Ron Kaufman. How did each of those presidents use you as far as assigning responsibility?

Myers: As I recall, under Richard Goldman I was the chair of personnel. Do you have the minutes of the meetings? I can't remember what I did with Billy and Jerry.¹

Glaser: All along you were involved with a lot of different committees and chairing a lot of different committees. I wondered if they had given you any special assignments?

Myers: I can't recall, I honestly can't. I do know this; with Ron Kaufman I became the first president-elect. That was a new method and it was a very good one. Heretofore the president was elected at the first board meeting of the new session. The Federation board and its officers decided that there should be a president-elect and that the president-elect would be selected six months before the term of the outgoing president.

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Myers: The president and the president-elect would go to every meeting together, would meet together so that there could be continuity and synergism in turning over the office of the presidency, and the president-elect, as the six months started to dwindle down, would be more and more involved so that he would be prepared and brought up to speed. I think it's an excellent suggestion.

¹See Appendix for Mr. Myers' "Federations chronology."

I worked with Annette Dobbs in the same mode. In the last six months, both Annette and I separately trailed the current president around. Ron was very helpful to me and I hope I was very helpful to Annette. I think it's a system that works very effectively because you don't drop the ball in any respect because of the continuity.

Glaser: Would you comment on the different styles of these four presidents you worked under when you were vice-president?

Myers: I think Richard Goldman was a very strong, forceful leader. He and Billy Lowenberg probably had a similar style of operating, which was that the president was the leader. They were very assertive about what they wanted to accomplish. I don't mean to say that they abrogated the board--they did not. But they were very forceful and wanted to implement the policies that they thought were right and would go to very strong ends to create that situation.

I think that Jerry Braun and Ron Kaufman were consensus builders. They certainly wanted their platforms to be adopted but were more willing to take the board into their confidence and tried to convince them to do what they felt was right. Both styles have something to be said for them. I'm not condemning Billy or Richard Goldman and I want the record to state that. But that was the major distinction.

Glaser: That's an interesting assessment. When along this road of working under four different presidents did you feel that you were being groomed to be president?

Myers: I worked under a lot more than those four presidents because in 1974 I was chairman of the campaign. I also was chairman of social planning and budgeting.

Glaser: I'm talking about when you became a vice-president. That's when you were under the four presidents.

Myers: I thought my time was just about when I became the president. If I were to ask myself candidly, "When would you be elected president?" I think the time that I became president was the appropriate time.

Glaser: When did you feel that you were being groomed for it?

Myers: I think maybe even after I was chairman in the Yom Kippur War I was certainly a candidate being groomed for the presidency. And having done the social planning and budgeting, which are the two most hands-on jobs in the Federations other than the presidency, I

would say I was being groomed for it, having done those two major jobs. I guess there isn't any president that's been president of any more agencies than I was. So I also had a very strong understanding of the local agencies.

President, 1986-1988

Glaser: When you became president in 1986, did you have an agenda for yourself, some goals that you wanted to accomplish?

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Myers: I believe I said that I felt senior citizens were high on the agenda. Because I think that people are living longer and they are living on fixed incomes, so that their needs are very important. I expressed earlier that I have always had a frustration that we can't build more Menorah Parks because I think they allow Jews on marginal finances to live in dignity in a nice place that otherwise they can't. So I consider that to be important. I think that my own style was that of a consensus builder. I've always recognized that as the president of an organization you're not the sole policy maker, that your job is to be a parliamentarian, to be a diplomat, to try to create consensus but not to become disgruntled if the board or the executive committee disagrees with you.

Glaser: What was your relationship to the executive director?

Myers: We went back a long way, the executive director and I, because I probably knew him longer and earlier than others. I've given you that background. Brian is one of the most dynamic men I have ever met. He's absolutely brilliant, he's a marvelous marketing guy. But--and I'm not saying he should be any different. I don't know whether if I had to change him or if he would listen to me that he would necessarily change. But he wasn't the greatest administrator because he wasn't interested in it. If he wanted to be a good administrator he could be. That frustrated me. Other than that I think we got along very well.

We made a pact with each other. I wouldn't surprise him, because I'm a bit of a hip-shooter myself, and he wouldn't surprise me. And I think during the two years of my presidency, with some exceptions that weren't significant, we got along very well.

Glaser: Where do new ideas and new programs come from in an organization like the Federation?

Myers: I tried to implement, for instance, (I spoke of it earlier) an incentive program for our employees. I worked very hard to get it implemented. I must say it didn't succeed primarily because there wasn't enough enthusiasm on the part of the employees. That was an idea that stemmed from the presidency.

One of the things that I tried to accomplish while I was president is to have the UJA and the CJF, the Council of Jewish Federations, merge. I did not succeed in that effort although maybe to some small extent it will bear fruit, because I think ultimately people will recognize that it's a thing that should take place. There's not reason for them to be separate, in my purview.

Glaser: Were you president when you tried?

Myers: Yes, I tried. I might have even tried before. I can remember the large cities--of which there were eighteen at the time--we even had sort of a debate, certainly a formal discussion, on whether CJF and UJA should merge.

Glaser: That's the Large Cities Budgeting Conference you're talking about?

Myers: No. Under the CJF umbrella, quarterly the large city executives and presidents meet. We even had a debate in which I took the merger aspect. I believe it was Joel Tauber, who's now a national UJA chairman, who took the anti-merger debate, and we discussed that. But, as I said, I think it will bear fruit. Sometimes the germ of an idea takes a long time to germinate.

Demographic Study

Glaser: What were the most urgent needs during your administration?

Myers: One of the things that did take place during my administration, and one of the things that I'm proudest of, is very early on (at that time I was a lone voice) I saw the need for a demographic study. This was long before I was president. Because having been the social planning and budgeting chairman and the campaign chairman, on the building committee, vice-president, treasurer of the Federation, and knowing the local agencies, I certainly wasn't a Johnny-come-lately. I didn't come out of nowhere. I think I understood the community very well.

Every time that there was a budgeting problem or a social planning problem, I could see that we were frustrated because we didn't have the information. We didn't know how many Jews there were, we didn't know what their religious preference was as far as Orthodox, Reform, Conservative. We didn't know how observant they were. How old the population was, how many young people, how many older people, and income levels. Wherever we turned we were dealing out of ignorance.

So finally we did undertake, at substantial cost and which Oakland and San Jose were part of, a demographic study. While it's imperfect like any demographic study is going to be, at least it gives us the tools to now make more calculated judgements than we had earlier.

Selecting Committee Chairmen

Glaser: What input did you have in selecting committee chairmen?

Myers: I'd say if I wanted to I had the right. I can't recall whether the bylaws gave me that right unilaterally. But it was rubber stamp--I had the right to select all the chairmen and all the committees. What I did, again being a consensus builder, I selected the chairmen and then said to the chairmen, "Why don't you submit a list of the people that you think would be good to be on the committees." Certainly, I took Brian into consultation.

Early in my term we had weekly meetings between Brian and myself, Nate Levine, who was our campaign director, and Phyllis Cook. Then that committee broadened into a wider executive level. I think there were maybe six other people added to the committee. We met once a week and we would discuss people that were upcoming, geographic distribution of committees, reasons for selecting that committee. I listened and if I agreed I appointed that person. If I disagreed there might be some instances where I'd pick my own.

Constituent Agencies

Glaser: What was your relationship to the various constituent agencies?¹

Myers: I think pretty good because at the Jewish home I'm still active.

Glaser: You had a track record.

Myers: I had a track record. [laughter] I was president and I still go out to the Jewish home and I still attend meeting there, so I'm pretty good there.

Glaser: Actually, you have past relationships with three agencies.

Myers: Yes. I was president of the Bureau of Jewish Education, and I was president of the San Francisco Center, and I was president of the American Jewish Congress. I had a relationship with the largest temple in the community, in our whole Federation, Temple Emanu-El--I was treasurer of that. So I think I had a very good relationship.

Glaser: What about those that you hadn't served as a president or on the board? For instance, the Jewish Family and Children's Services or the hospital. Did you visit them, did you meet with the presidents and executives?

Myers: Yes. Well, early on one of the things that I said is that I recognized the need for the Federation to become closer to its constituent agencies. At campaign time I called them all in and said, "Look, it's a two-way street because we need you to help us fundraise as well. If we do a good job of fundraising, the more dollars we raise, the more dollars you will get." So that was one of the planks.

I had meetings with the presidents and the executive directors of the various constituent agencies, whether I had a relationship with them from the past or not. It didn't make any difference. I don't think I ever showed any partiality just because I had been president of an organization.

¹Constituent agencies of the San Francisco-based Federation are: Bureau of Jewish Education, Hebrew Free Loan Association, Jewish Family and Children's Services, Jewish Home for the Aged, Jewish Vocational and Career Counseling Service, Maimonides Hospital and Nursing Home, Mount Zion Health Systems, United Jewish Community Centers.

Glaser: That's really what I meant: whether when you became president you met with them and had a dialogue with all of them.

Myers: Yes, I did. And my door was always open and I think they all knew that.

Glaser: Was there a process for reviewing the performance of the executives of the agencies and what they were doing?

Myers: No, because we are not a functional Federation. I don't think there are many, if any, functional Federations anymore. But at one time Oakland might have been close to one, (you can check with Ami.¹ I'm not sure.) where there is more than an inordinate voice in the operations of the constituent agencies. I know that Oakland exercised at one time more control over the Centers, more control over the Jewish Home than we ever did.

We were never a functional Federation, meaning that we recognized the Federation role as being a fundraising organization. Certainly our social planning and budgeting committee would review the budgets of all the constituents and beneficiary agencies, anybody that we gave money to. But once having done that, we were not hands-on in telling them what to do--except they couldn't deficit spend. If they needed our help they asked for it and received assistance from staff and lay leadership. We parcelled out money to programs and they had to use that money for those programs. But we didn't try to direct or second guess the boards or the executives of the agencies.

Now, if they got into difficulties then we asserted ourselves, because we thought we were the watchdogs of the community. Unless they came to us and asked our assistance in their daily affairs, or unless they had a problem in which they weren't doing the proper thing, it was pretty much a hands-off relationship.

We helped them with capital funds. Certainly we helped in raising funds for them. The only thing that we used to do, and that seems to have broken down somewhat, is we used to be more restrictive as to what they could fundraise and who they could ask for money. I don't think that that's as tight now as it was in the past. I think with every presidency it's kind of become less lethal than it was. And I'm not sure that that's a bad thing. I'm not being critical of that. But it's a fact of life that they're doing more independent fundraising now.

¹Ami Hahshon, executive director of the Federation of the Greater East Bay.

Strategic Planning

Glaser: To go back to the demographic study, a strategic planning committee came out of that, and you were the chairman of the human services subcommittee. Will you talk about the whole process of the human services and the strategic planning?

Myers: Of course, I appointed the chair and the vice-chair of the strategic planning. And the strategic planning was an attempt to implement the direction by using the tool of the demographic study and then trying to implement it in a constructive way. I accepted the chairmanship of the human services subcommittee when I was president because I felt it was crucial.

Human services was the delivery of service to the individual, whether it be at the Home or the Center or whatever. What I did with that committee was appoint people from every sphere of our constituent and beneficiary agencies, our people with skills. Like we had a guy by the name of Michael Reich, who was the dean of the School of Social Service at San Francisco State. We had a board member, Stanley Herzstein, who was chairman of the city's commission on aging.

We tried to pick out a cross-section so that we could deal with every sphere of society and implement programs that either didn't exist or where there was a weakness in programs, where we weren't delivering or there was duplication.

Glaser: Did this actually come about, that you had new programs implemented or changed?

Myers: Yes, I think there were changes made, maybe even in existing programs, and some new programs. You have to remember, it's very hard to be extremely innovative when you don't have the wherewithal to do it, meaning increases in finance. As it is, with fairly flat campaigns now, the best you can hope to do, in my judgement, locally--because there is a lot of pressure to take care of Israel, and Israel's needs are important. Then you've got the national organizations. But on a local level, try to redirect your dollars where they can be put to the greatest good. I think the human services subcommittee of the strategic planning committee at least pointed out some of the concerns of very intelligent, informed people on these subjects as to what should be done.

We made it clear to everybody that we didn't have the wherewithal to deal with utopia. That's one of the problems with the demographic study. I made a point when I was president of going around to the various regions: North Peninsula, South Peninsula, Marin, and Sonoma Counties, and San Francisco--they all have their own specific problems. I took a little criticism, too, when for instance people up in Petaluma and Santa Rosa said they'd like to have a new Center. And I said, "We just don't have the resources to do that. You have to understand that the demographic study isn't about that we can spend all the money that we don't have." So this created some problems, but I think we dealt with it with integrity and dispatch. And it was good that we went around to the people and told them not to have their expectations too high.

XIV OTHER FEDERATION RESPONSIBILITIES

Encouraging New Members

Glaser: During your presidency, was anything done to bring young people into the Federation and get them started going up the chairs?

Myers: We have always been very mindful of the next generation. We have a big YAD--that's the young adult singles--and out of that program, believe it or not, there's also some collateral benefits. There's a tremendous amount of marriages. You can check on how many there are, but they're way up there in numbers. So we had a YAD, we had an LDC, I think that's leadership development. Those are young marrieds. In the LDC during my tenure, there were some factions and there were some problems and it had to be reconstructed to a great measure.

Glaser: What were the problems?

Myers: I think they were more political than anything else. Some people became the heads and, according to others, didn't perform--lay people. At any rate, it is now reconstructed and I think it's moving along. We have an intern program here where the YAD people--and I'm not sure LDC has the same, YAD I know for certain--if they have an interest in a specific board of a constituent agency, like the Jewish Home or the Bureau or JFSA, they can become an intern and sit on that board. They don't have a vote, but they can ask all the questions they want and they sit and hear what's going on at the board meetings, which I think is very helpful to these people. It makes them feel more knowledgeable as if they're serving a function.

Glaser: Did that start in your presidency?

Myers: No, it started before. But it's a good program. I certainly encouraged it. I think it's a very worthwhile program.

Confederation

Glaser: Confederation started earlier than your presidency, that started in 1981. Was there any effect of that on your presidency? That was San Francisco together with the East Bay--

Myers: San Jose, Sacramento. I missed very few meetings, even though I wasn't president in the initial stages. I felt there were a lot of anxieties on the part of the smaller communities that this was subterfuge, and that San Francisco wanted to take over these institutions. As a matter of fact, it was said publicly by the executive of the East Bay Federation that this was a hidden agenda. And nothing could be further from the truth.

Brian Lurie's aspirations were much higher than that. As you know he is now the leading professional of the Jewish world, not just of the United States but certainly of the Jewish world. The national UJA offers the biggest job there is. So he didn't have any aspirations to swallow up Oakland. I asked him about that, it wasn't true. But there was some anxiety, and I think it helped to put a damper on what could have been a very constructive organization. It's too bad that that happened. We tried to perpetuate it. I think it still existed when I was president. But it gradually just drifted apart.

Glaser: It doesn't exist any longer?

Myers: It might meet, but if it does I don't know when it has. In fact I think I was on the committee even after my presidency. I know I was before. It could have been a very good thing. I think we could have learned from them and they could have learned from us. And there wasn't any real foundation for that attitude.

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Marin Campus Campaign

Glaser: The campaign for the Marin campus started in 1987. Tell me about how that all came about.

Myers: Well, it started out as a smaller sum of money. [laughs] It became a source of frustration to me because I saw the building expanding and Marin wanting more and more for the building. What started out being a \$9 million building wound up as being a \$14 million building.

I also believe that while Brian did an excellent job when the project got into difficulty and got a \$2 million gift and a \$1 million gift from individuals, that once that became public the citizenry of Marin really thought the job was over. I don't think they raised a significant amount of money for the means in the community. That didn't affect me, I wasn't bitter about it. In fact, even though I don't live in Marin, I made my own gift to the campaign, which was significant. I was just unhappy about the way it took place. I was on the oversight committee after I wasn't president anymore. I tried to keep the expenditures down, I and Sandy Galanter, who's a very knowledgeable guy. I don't think we were too popular because the rest of the committee, other than our chief financial officer, were all people who were representing the institutions that are housed in the Center there. I hope I'm wrong, but I think they still might have some problems, and they may have to do some belt-tightening because budgetary problems also may exist over there.

Glaser: When you speak of the oversight committee does that mean just for the Marin campus?

Myers: Just for the Marin campus there was an oversight committee. We were the Federation's people.

Glaser: It sounds to me like they needed one.

Myers: It wasn't a pleasant experience.

Regionalization Pilot Project

Glaser: During your presidency there was a regionalization pilot project for South Peninsula. What was that all about?

Myers: I think the jury is still out on that one as to whether that's good or not. I think basically that emanated from Brian. I would certainly classify my attitude as being neutral about it.

Glaser: What was it?

Myers: It was to give more authority to the South Peninsula. The South Peninsula, from Brian's vantage point, was a very wealthy enclave of Jews, had a lot more potential for giving, and maybe it was being inhibited to some extent by it being a branch office rather than having a degree of autonomy. The degree of autonomy was going to include budgetary problems. In other words, if they raised more money they would have a voice, or some of that money would stay for programs that they themselves would select.

I think to some extent, although I don't think it's a major issue, maybe the North Peninsula, Marin, and Sonoma County, maybe even San Francisco might say, "Well, why not us?" The program is in force now. Many of the South Peninsula leadership themselves were not in accord with it. I'm not saying a majority, but there were many that were not in accord, including some very prominent South Peninsulites.

Just recently in this present campaign here in 1992, I solicited one of their significant donors who was a past campaign chairman, and he is unhappy about the allocation to the Centers and is withholding his gift right at this moment as we're speaking. So in my judgement maybe it'll work out, but I think it's divisive; it has some divisiveness about it. Maybe the pros will outweigh the cons. I hope so.

Executive Committee

Glaser: During and after your presidency, you were on the executive committee. How does that function?

Myers: The executive committee is comprised of the officers of the Federation, the chairmen of standing committees, the immediate past president, and currently two past presidents who have been chosen to serve indefinitely. In my view, I realize the need for making it as encompassing as possible. A lot of people think we should make it big. I'll answer your question in a different way, but it's an answer that I think you'll understand. There's been a practice relatively recently to have a meeting of the officers, then an executive committee, then a board meeting. In my view that's overkill. Because if you're an officer you hear the same story three times. Also the executive committee is so large today that it's almost like a board. So in effect you kind of have two boards.

The executive committee is very large, and the officers are larger. In the old days maybe you had three vice-presidents,

today I think you have five. You have an assistant secretary, assistant treasurer, treasurer. So you have a number of officers. But that seems to be a proclivity in Jewish life to expanding up. I remember when I was an officer of the Council of Jewish Federations they had nine vice presidents; now I think they're up to sixteen and seventeen. [laughter] In a few years they'll be up to twenty-five.

I don't think that the executive committee should be as large as it is. I don't see the need to have the officers convene except when there's rare emergency. I think it's redundant and people get bored. Imagine if you're an officer hearing the same schmooze three times, very complex questions. I think the executive committee should serve like it does in industry and other non-profits: to screen things, should be smaller, should make a recommendation, and in the event of a rare emergency should act when the board can't be convened.

I also recognize that the board is too large, but you have to really take into consideration our geographic distribution and how large geographically our Federation is. It's probably the longest Federation in area because it stretches from Santa Rosa almost to San Jose. We have to have a geographic distribution, and we have to make people feel important and make them feel they're part of the process. We do need a large board. When you have a large executive committee, it seems to me it's self defeating. How much narrower you can cut it down? I don't know. I haven't really thought of it, but maybe it should be reduced.

Glaser: But the main function is that of screening matters before they go to the board?

Myers: Yes. But as I say, those presidents that had president-officers meetings, you heard the same story three times. Those officers that are on the executive committee in any event. Maybe officers need to meet in a rare, rare emergency when you can't get all the executive committee together in time. I think to have regular officers' meetings is not appropriate.

Glaser: I think it's rather unusual to have both officers and an executive committee.

Myers: Some people do that. Some presidents want that.

Glaser: I want to ask you about the Endowment Fund. In 1976 when it was established as a standing committee, you were an ex-officio member. Why an ex-officio?

Myers: I imagine that I might have been social planning and budgeting chair, and there's some synergism between the endowment and social planning and budgeting.

XV JEWISH COMMUNITY ENDOWMENT FUND

Philanthropic Fund Advisory Committee

Glaser: You've been on the Endowment Fund since 1980, and in '83 on the philanthropic fund advisory committee. From 1985 to 1990 you were chairman of the philanthropic fund advisory committee. What were your responsibilities and duties?

Myers: The responsibilities of that function is to look at all of the endowment requests from the philanthropic fund. The advisory committee of the philanthropic fund screens the recommendations of the donor to make sure that they comply with all regulations. These include that they are authorized charities under IRS regulations and that they comply with the Federation's broad guidelines.

Programs Supported

Glaser: How has the Endowment Fund benefited the Federation?

Myers: I think the Endowment Fund has benefited the Federation tremendously in this area. We don't have sufficient monies to take care of all of the needs of the Jewish community and I guess we never will--either locally, nationally, or overseas. But the Endowment Fund gives seed grants to starting new programs which wouldn't be started if we didn't have an Endowment Fund.

Every year the constituent agency executives, along with the board and others, draft up requests for new, innovative programs. The Endowment Fund, in subcommittees, deals with them and then recommends to the overall endowment committee a figure. They hand

out money for these new programs, which last two years and in some rare instances three years of funding. Then if the program is viable, we expect that the constituent agencies will raise their own money to perpetuate the program. So it does a lot of good because it's the source of innovative programming.

Glaser: Has any funding gone from the Endowment Fund to the general community?

Myers: Oh yes. Anybody can make an application to the Endowment Fund--and many do--that is not a constituent or beneficiary agency.

Glaser: No, when I say general community I mean non-Jewish community.

Myers: No. Not to my knowledge.

Glaser: Has there been any change in the focus of the Endowment Fund in the years that you've been on the committee?

Myers: I think as the Endowment Fund has received wider and broader publicity, I think there are more requests from the general Jewish community for endowment requests. This is a good thing because we may support some innovative program that may be very helpful to the Jewish community. So in that way I think we've broadened the base.

Glaser: Is there a particular trend, is there something that strikes a more favorable note on the part of those who view the grants and want to go in a certain direction? In other words, are there some pet projects?

Myers: Maybe I'm using my own bias, I hope I'm not. I think human services and education are receiving a larger proportion or being more recognized. I think that the influx of Russian immigrants is going to create probably another big impact. In my judgement, our general campaign is not going to be able--if the immigration continues in these numbers--to fill the same needs, because I think government funding will become less or dry up completely.

Glaser: You mean immigration to this country rather than to Israel?

Myers: To this country from the Soviet Union. If that continues at the same pace it is, and the government isn't going to support it, then maybe the Endowment Fund will be the only source that can help. Because I don't foresee our campaigns taking off in a dramatic way.

XVI COUNCIL OF JEWISH FEDERATIONS

Council Functions

Glaser: In 1978, you were appointed to the board of the Council of Jewish Federations. In 1981 you were chairman of the Western Area Services. Then in 1985 you were vice-president of the Council of Jewish Federations. How does the Council operate?

Myers: The Council is a membership organization of two hundred Federations of North America. Canada is an important part of that. They pay dues based upon the size of their campaign and their population. It's a formula, it's weighted. I think the size of their campaign is 75 percent of their dues and 25 percent is their population.

It gives to the smaller communities a tremendous amount of assistance because it has experts in almost every field of social service work. It is doing right now, for instance, a U.S. and Canadian demographic study. Maybe it's even completed right now. It offers assistance in every area including even having campaign events.

There's a closer harmony now between UJA and CJF. I think since Brian Lurie took over the UJA executive directorship you'll see even closer work between him and the executive of the Council. So it offers assistance to the organization, it conducts quarterly meetings. It has a General Assembly every year, which is probably the largest attended Jewish meeting on an annual basis. I think it does a lot of constructive work although, as I say, I'm of the mind that it could be merged with the UJA and there would be economies of scale that would be great.

Glaser: When you were chairman of the Western Area Services what were you called on to do?

- Myers: I would organize a program that we would have sometimes every year, sometimes every other year. In consort, we have an office San Diego with one staff person. I would also visit those communities where we had dues problems or where there were other problems. One of the big things that the council does, incidentally, is it has a good personnel department which helps to hire people for the various Federations. So I would visit the communities and meet with the executive committee or the boards, or sometimes the presidents and the executive directors if they had complaints. I was fairly occupied doing that.
- Glaser: Was there any sense of conflict between your loyalty to the Federation and your membership in the CJF?
- Myers: I never saw it that way because I could be critical of either entity if I formed a judgement on my own that one wasn't acting properly towards the other. I didn't think so because, remember, we are they. It's an organization founded and maintained by the dues paid by the federations.
- Glaser: So they didn't come into the conflict between the San Francisco Federation and its attempt to reform the Jewish Agency and the UJA?
- Myers: I think there was certain leadership of the Council, older and more entrenched members, that didn't like the idea. They thought we were upstarts and they did come out here. It wasn't only them, it was others, including UJA leadership, that tried to talk us out of giving that \$100,000 to our own Amuta outside of the Jewish Agency. Because they saw that as a threat that others would follow suit, and that the \$100,000 was tokenism and pretty soon there'd be a lot more dollars expended. So I would say yes. But it wasn't organized, it wasn't the Council of Jewish Federations en masse protesting. I think some of the leadership was very concerned about what we were doing.
- Glaser: And you didn't feel uncomfortable with that?
- Myers: No, because I thought that we were right, and I think history will prove that we were right. We got a new dynamic chairman as a result of that. Mendel Kaplan, a South African who stepped in and has done a very good job.

General Assembly, 1990

Glaser: In 1990 you and Mrs. Myers were co-chairmen when San Francisco hosted the General Assembly. How did you go about organizing that?

Myers: That was a monumental job, I'm telling you. Of all the things I ever did, I think that was as time consuming as anything. We had a thousand volunteers, some of them from San Jose, Sacramento, Oakland. We raised some money from those communities as well, not a lot but some.

We had a bad break because the earthquake had taken place, and we couldn't go out and solicit the general community, from which we could have gotten a lot of money. Cincinnati, for instance, got \$10,000 from Procter & Gamble the year before when they had their G.A. But we made a conscious decision that how could we, a wealthy Jewish community, solicit money from the general community after the earthquake when there were other stronger needs.

One of the things I did is I went back and told the Council of Jewish Federations that it would cost us a minimum of \$50,000 to offer coffee and cake for the attendees by the host federation. I thought it was ridiculous that we do this. In fact, several years before that Brian and I--because we knew for years ahead of time that we were going to have the G.A.--tried to get Cincinnati and New Orleans and Houston (which at the time didn't have it for other reasons) to curtail the cost of a social event that I didn't feel had any value. Nobody cared about coming back at 10:30 in the evening to have coffee and cake for \$50,000. So we disposed of that program. That was a help to us.

We raised a lot of money in our store, which is an annual event at the G.A. We came in with a surplus which pleased me no end. But it was a difficult job. Eleanor and I moved into the hotel for eight days and stayed there, even though it was in our home town, because we were working around the clock. We had an excellent staff; Susan Mall was our director and she had an assistant by the name of Beth Kaufman, who did a good job. We had a lot of dedicated volunteers, one thousand in number, and I had very good chairpeople. Fran Berger was our vice chair. So we got the job done. But it was a bear cat of a job, it was not an easy job.

Glaser: How many delegates came?

- Myers: We had about four thousand delegates plus visitors. We probably got some visitors. Four thousand attendees.
- Glaser: The logistics of that are really something.
- Myers: It was immense. You can't have it at one hotel because no hotel can hold it all, so you have to have it in different hotels. And the main hotel, the Hilton, is cut up. It's a very difficult place, so our guides had to be very good. We had many meeting to train our guides, and we had a lot of meetings with all the other committees. We had very good chairpeople and everybody responded and I think it turned out well.

XVII A SUMMING UP

Federation Changes

Glaser: In summing up, how have the changes in demography affected the Federation structure and delivery of services?

Myers: I don't think dramatically yet. I think they will in time. I think that the South Peninsula experiment of regionalization if it works--I've expressed my anxiety about it, but I hope I'm wrong--if it's more productive to do things that way, could be a step in that direction.

I think that if we had adequate financing, but it won't happen maybe in my lifetime, that the Jewish Home for the Aged, with this large geographic area that our Federation is, ought to have another campus. We're just fundraising for an addition for \$22 million. So as I say, probably in my lifetime we probably won't see another Jewish Home for the Aged. But there will have to be services, and because of the geography of our Federation perhaps we will have to divide it into smaller Federations, which has happened in New Jersey. There used to be a very large Federation called Metropolitan New Jersey, and it's been fractionalized into a lot of little Federations now. Although there's some movement back to consolidation in others. So I would say I think we'll see some changes, but because of the static amount of money that we're dealing with I don't think we'll see a lot great changes.

Relations With General Community

Glaser: Have the Federation's relations with the greater community changed over the years?

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Myers: In the non-Jewish community, I think we have always had ideal relations. As I said earlier, I served on a couple of United Way committees. I always found that we were very acceptable, that we were recognized as running very good organizations. And we never made a lot of demands on United Way because we could get by. They gave us a fair amount of money. Probably if we complained it was because of the great support by the Jewish community to United Way. We Jews are very philanthropic and we give money to the United Way that we think is a small amount but it turns out that it is significant. I think we have good relations.

We have good relations with the archdiocese here; very good relations. I think the archbishop is very pro-Jewish and very responsive to problems if the Jewish community has any, and he acts fast. So I think we're fine in the general community. And we must remember that the Swigs and the Haases and the Goldmans and others are affluent and pioneer families that have all dedicated vast sums of money to the general community. The Haases and the Goldmans just gave University of California approximately \$32 million for its Walter Haas Business School. In every sphere, our old pioneer families responded to the general community.

Federation Now and in the Future

Glaser: Please compare the Federation today to when you started; twenty-five or so years ago?

Myers: I think it's much more organized. It's much broader. I think when it first started there was a small group of men that controlled it. I'd say that now you have to be a consensus builder, you can't be a controller. That's the biggest thing. You've got many more people. And we're better organized. Our institutions are better organized, our constituent agencies and stronger, I think our programs are good. I think we're a very good Federation.

Glaser: What changes would you like to see?

Myers: I'd like to see a more concerted effort to get some of the very wealthy non-affiliated Jews involved in the Federation. I spoke of that earlier. Maybe having somebody down in Silicon Valley along with some of the leadership that is responsive can get the unaffiliated in. And also try to broaden the base in getting new-- We know we have about 122,00 Jews and about 18,000 gifts. Some of those 122,000 Jews are families, so it isn't as bad as those figures that I'm elucidating to right now. But still I'd like to see us broaden the base.

Glaser: What are your hopes for the future of the Federation?

Myers: I hope we can expand. We can raise more and more money. There are a lot of unmet needs. There are a lot of poor Jews. I've always been shocked when I see an applicant for the Jewish Home that might have three or four or five children, and everybody including the children are marginal income-wise. And I don't think we affluent Jews recognize how many poor Jews there are. So I'm a great one in believing in delivering more in human services to the disadvantaged. I'd like to see us have enough resources to do a better job in that area because there's still a lot of people that we could reach out to that are struggling.

Satisfaction and Appreciation

Glaser: I was going to ask you what gave you the most satisfaction over the years, but I think you answered it when we were talking about Menorah Park.

Myers: I think that's something that you can feel, taste, and smell when you walk into the building. You get a sense of gratification. I also say it's my greatest frustration, too, because it's just the tip of the iceberg. We sorely need more housing.

I do want to say that the demands of being the president of a major Federation are such that I could not succeed without the understanding and cooperation of my wife, Eleanor, who was most supportive and enthusiastic and who participated in numerous activities. I am extremely grateful for her support and I am proud of her contribution.

As for my children, Mark Myers and Lisa Goldman, they have always been a source of great joy to me and have been sensitive to their good fortune and the plight of those less fortunate. And I feel certain that my grandchildren will follow my children's example.

Glaser: Thank you very much.

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PRESIDENT'S ANNUAL MESSAGE TO THE BOARD OF DIRECTORS

October 23, 1974

by: Laurence E Myers, President

Last year, Sam Fendel, our esteemed and very hard-working immediate past president, when handing over the gavel to me said that it symbolized the "torch of human compassion." Sam also urged us, not only to intensify our efforts to do the very best for the Home's residents, but also to bring the message of the Home to the entire community. As you will hear in this report, we heeded Sam's suggestions. It was a busy and fulfilling year for all of us.

Let me say at the outset that the "torch of human compassion" burns brightly in the community. The Home is a community agency that serves the elderly, many of whom are sick and poor. We take care of people in need -- elderly who are helpless and also those who seek help so as to help themselves. We add life to years and years to life!

Only a high quality comprehensive professional social and health care program can fulfill and satisfy our commitment of compassion and understanding for the elderly in our care.

The act of human compassion is most vividly shown in the work of the Admissions and Residents Committee. You realize the full range and depth of the problems which afflict the aged: the physical and economic disability, the loneliness and depression, the vulnerability and the indignities of being ignored and patronized. Often the crisis in old age comes to a head in the relationships between the elderly and their adult children.

Compassionate understanding starts with the Admissions Committee and is continued by our dedicated staff before, during and after admission to the Home. Each Board Member not on the Admissions Committee should attend at least one meeting a year, and reminders will be sent during the year to encourage attendance.

In twelve months, the Committee acted on 100 applications for the Home and Pinecrest. There were 67 admissions. Today, there is still a waiting

list of 38 and over 70 applications are in process at this time.

This year, new government regulations were met with flying colors! There were four surveys by government and we are in compliance with all of them. Next year, there will be more regulations and we will have to meet them. Government wants assurance that the elderly are receiving good quality care and that it is being given efficiently, effectively, and economically.

Speaking of cost, let me point out that good care is costly. Competent staff is essential and a variety of social and health programs are an integral part of quality care. We did our best this year to keep costs down, to restrict the budget as much as possible, and to do only what was absolutely paramount for the well-being of the residents. I am pleased to report that we are holding the line in our budget of almost 2.9 million. However, all of us have to be aware that next year's costs will be higher due to higher labor costs and inflation.

In a few days, we will be dedicating our new fifth floor, the garden, greenhouse, gift shop, recreation pavilion and commemorative plaza!

The fifth floor made it possible to increase capacity from 330 to 345 and in line with the master plan, provide more privacy (single rooms) for our residents. The Federation encouraged us to proceed as the need was great, and going ahead also meant a substantial savings in construction costs in this rapid inflationary period. The Home advanced its own capital against a future Federation capital funds drive. This plan also permitted us to start remodeling and modernizing outdated rooms and adjacent areas in the main building. Six rooms are ready as prototypes and more will be done after studying these sample rooms, and if economically feasible. We appreciate the support and co-operation of Federation and look forward to progressing further towards our objective in partnership with the Federation.

The new centrally located activity and recreation area (galleria project) will be one of the most outstanding centers in a home for the aged.

The Auxiliary made this possible! Imagine pledging almost "200,000 and in one year -- raising almost half of it! I must pay heartfelt tribute, on behalf of myself and the officers, to Honey Schwartz -- the remarkable President of the Auxiliary and to her cabinet of officers for the inspiration that this project has given to all of us, and for the joys and pleasures it will give to the residents. My thanks also to others who are making this project possible. The Sankowich family, the Magner family -- let us pray for Toby's speedy recovery -- and others who have contributed to this great cause. It could not have been accomplished without such compassionate and devoted effort.

Let us also remember authorizing substantial capital expenditures for the installation of smoke combustible safety doors and other precautionary construction to insure added safety against fire and smoke. This was required in order to comply with the Federal Life Safety Code.

For the projects just described, capital outlay was almost one million dollars. Hopefully, this advance in funds will be repaid in the near future by the Auxiliary for the galleria project and by the Federation through its capital funds drive.

A number of programs and services were improved and expanded. There is no time today to go into them in detail. Each program deserves a full report, and I hope we can give them due recognition at future Board meetings.

During the year, social services were revised and expanded, the activities program improved and the application process streamlined. Applications can now be made directly to the Home and not to JFSA. Thanks to the Auxiliary, the volunteer corps is increasing. Also, students from the colleges have been added to the volunteer ranks. There are also students in training at the Home from the schools of social work and from a school for licensed vocational nurses.

The Day Care Program is performing a most needed service in the

community, as it helps elderly to remain in their own familiar surroundings and defers institutionalization. It serves over 60 participants five days a week! It reaches out to needy elderly and the community and many national agencies are aware of this exemplary program! Let us hope that the San Francisco Commission on Aging will continue to subvent this program next year. The Board, recognizing the meaning and value of day care, has decided to seek the financial resources to continue day care as part of the comprehensive services of the Home and include it in the operating budget.

Visit the Workshop -- you will be deeply moved by the experience. Over 55 residents participate two to four hours a day, including the physically handicapped and the mentally impaired. Residents enjoy and benefit from this therapeutic program. The demand to participate necessitated expansion of the workshop even though Sinai did not give the Home an allocation in two years! This has caused a financial hardship, and we are hopeful Sinai will reinstate its special grant for the workshop next year. Added financial aid for this program will also be needed.

The Budget and Finance Committee reviewed the Home's fiscal management policies and procedures with the aid of new auditors. I report to you that the fiscal management was found to be in good order.

Major by-law revisions were prepared by the Legal Committee and ratified by the Board. The by-laws needed to be updated to conform with new government regulations and to insure able continued leadership in the Home's Board.

A highlight of the year was the start of an active public relations program and the formation of a Bequest and Endowment Committee, which is diligently working to encourage more gifts and legacies.

The public relations program will, as Sam said, "bring the message of the Home to the entire community." It will inform and interpret its services and champion its causes. This year, the P.R. Committee concentrated on

producing a film about the Home, whose premiere showing we will be privileged to view in a few minutes.

The most important issue now facing our Home is the determination of the overall future direction of the institution. Our Home is experiencing an older and sicker resident population and we believe this trend will intensify - and costs for health care will continue to escalate. To what extent should the Home be involved in the care of the sick older person? To what extent should the Home be involved in outreach services such as day care or short-term convalescent care? What is the Home's role now that the Federation is seriously considering developing housing for the Jewish elderly at the Center site and other sites? Also, what financial resources will be available? I am referring these matters to the Long-Range Planning Committee, with Victor Marcus as its Chairman, for its immediate consideration. Until the Long-Range Planning Committee has the opportunity to review these areas, may I suggest that construction/renovation be temporarily deferred so as to provide for a logical sequence of events.

Frankly, our course and our progress next year also depends upon the fiscal health of the Home. Inflation is hurting all of us and the Home is no exception. I suggest that the first order of business of the new administration be an assessment of the Home's financial situation in relation to an anticipated increase in the operating budget. Not for one minute am I thinking of curtailing or minimizing services. The residents must not suffer and our good care should not be curtailed. It is prudent, however, to evaluate what is to be done and what can be done in the future.

Bearing in mind how busy and dedicated our Board members are, we are striving to minimize the length of Board meetings, consolidating committees wherever possible, and having meetings precede or succeed other meetings so that two meetings can be eliminated in favor of one. I am cognizant of saving your time and the number of trips to the Home as far as is practicable.

Time does not permit me to mention the work of each Committee or the many hours of involvement by every Board member. Therefore, in closing, I express my thanks to the Officers and Directors, the Auxiliary leadership, the Staff and others for giving me such great co-operation, for having such confidence in me, and for doing their utmost to make my first year as president a successful and invigorating experience. As you know, I serve and have served on a number of Boards, and I must tell you that this is one of the best Board of Directors I have ever encountered in my many years of community work.

I am deeply grateful to all of you.

PRESIDENT'S ANNUAL MESSAGE TO THE BOARD OF DIRECTORS -- October 30, 1975

By: Laurence E. Myers, President

The Home is dedicated to meeting its historical commitment to take care of the Jewish aged, sick and disabled. It is moving with the times, as difficult as that might be in today's world, because our aged are in greater need -- and we must heed our commitment.

On September 25, 1975, a letter was addressed to the Board, as follows:

"Dear Board Members,

"My family joins me in expressing deepest appreciation to Mr. Friedman and the staff of the Home for making possible the excellent care my father received during the five years that he was a resident of the Home. Not only were his physical needs very well attended to, particularly as his condition deteriorated, but the true caring and understanding of all the staff with whom he came in contact made his last years much happier, we are certain.

"The Board, the Auxiliary, and other volunteers deserve high praise also for all they do. Our only wish is that all elderly people in circumstances similar to those of my father might be as fortunate as the residents of the Home.

"We should greatly appreciate your conveying our sincere thanks to your dedicated staff of warm, caring persons who show so much affection and understanding as well as professionalism in all they do. The understanding and time we received as family members trying to work toward a common goal was also greatly appreciated. We know of no other institution where such opportunity exists."

This letter conveys, in a few words, what this home means to those it serves.

It is a monumental job to coordinate the care for each of our residents.

The man referred to in the letter, had many serious chronic illnesses and needed constant attention to maintain his physical and psychological needs.

The essential ingredients for good care are sufficient, qualified, trained and experienced staff who work as a team to help the residents. In a five-year period, the cost of caring for the resident referred to in the letter, resulted in a net deficit of \$14,000. Multiply this resident's situation 260 times, as there are 260 residents out of an average census of 330, in want and eligible for Medi-Cal -- and they must be subsidized.

It is obvious that the Home could not do what it did for this man without the help of the Jewish Welfare Federation, the United Way, and contributions from the community in the form of gifts and bequests. May I express, on behalf of the Home, appreciation to Federation and the United Way for their assistance throughout the years, and as the Home's needs increase, hopefully, their subventions will also increase.

The salient statistics on the page before you, capsulizes the extent of the Home's services for one year and compares them with the previous year.

Again, figures speak louder than words.

I would be remiss if I did not call your attention to the special programs in the Home. Outreach services; such as day care for fifty disabled elderly; the workshop, which is attended by many residents who like to earn money (if

they had more work!); the daily inservice training program for the staff, administered by the nursing department; which aims to improve technical competence and

basic understanding of the aged and the aging process, as well as the Home's philosophy of care; the psychiatric consultation program, including individual and group therapy; the utilization review under the aegis of the Home's medical director, who supervises the health care program; the social services, where

the workers try to adjudicate the complicated personal problems of the residents and their families; the daily social and recreational activities; the religious

program; the student training program with twenty-five students from San Francisco

State and University of California undergraduate and graduate schools; the extensive

volunteer program with over 100 volunteers participating -- and last,

not least, the new one-year old Garden Cafe, Boutique and Greenhouse managed by

the Auxiliary and its volunteers -- bless them -- where residents go planting,

and enjoying refreshments with their families and friends.

The latter calls to mind our good friend, patron and supporter of the Home

for over 40 years and one of our most devoted past-presidents -- the late Toby

who passed away almost one year ago. The new Greenhouse, Garden Cafe, Boutique

and Galleria were his favorite projects during the final days of his life.

The results of Toby's labor of love are evident everywhere in the Home, and I am pleased that his son and daughter-in-law are here with us this evening. His son is to be commended for his continued interest in the Home and the sponsorship of the Greenhouse.

Also missed is another friend, Sally Sankowich, who I am sure, would have derived great pleasure in the success of the Garden Cafe, dedicated in memory of her husband.

Lew Levin's mother, Mrs. Hamburger, also derives great 'nachas' from the new Boutique, which I understand, she visits from time to time with her friends and encourages them to buy things!

The last year was an eventful one for the Home. Some happenings good -- and others, not so beneficial. It was a trying year for our staff and I wish to compliment them for their effort and dedication. Both Sidney Friedman and Jerry Levine rendered superb service during the year and the strike proved most difficult and time-consuming. Yet, we learned from our difficulties and the strike was no exception. Volunteers from the entire community rendered outstanding service.

During the year, we continued to remodel our remaining sub-standard rooms to the limit of our financial ability. Our continued building program has saved very substantial sums of money, as construction costs have escalated even greater than the rest of the economy.

We carefully reviewed and revised our admissions policies and procedures. We made a significant executive-level modification in functions, giving Jerry Levine the daily responsibility of administration of the Home, which will free Sid Friedman from these burdens, to help create policy, outreach services to the aged, work with governmental agencies, foundations and large individual benefactors.

The criticism of nursing, convalescent and other facilities that care for aged, has prompted the government to create increasing regulations and restrictions and will be a burden on our Home as applies to additional paper work and other restrictions. Inflation and recession have had, and may continue to have, a detrimental effect on all of us.

I will exercise my prerogative and offer a few, very brief, suggestions for the future.

We should strive to maintain the quality of our food service. I would like to see more activities for ambulatory residents that would take them outside of the Home for all kinds of programs -- so that they will not feel so confined. I hope that Sid Friedman may be able to find some funds for the expansion of this program. I feel that our Medical Director, Dr. Blumberg, has served with great distinction, but as he and I have discussed, sometime in the future, because we have a sicker census -- a full-time medical director, in my opinion, should be engaged.

The size of our Home is at its zenith. Long-range planning is something that deserves our highest priority. People are living longer, our census has sicker people, and senior citizens on fixed incomes are suffering, due to inflation. There are a number of outreach programs to which our executives, together with the Officers and Board, should give their direction and expertise and urge that worthwhile programs be given every consideration by the Federation and other organizations. Our resources are limited, but our leadership in the total problems of the aged should be ever present.

The Home should play an important role in the planning of expanded programs for the elderly. Senior citizens are growing in percentage to the total population as people are living longer. Their medical problems are compounded and inflation has restricted their economic well-being. The Federation, in consort with other Jewish agencies, should recognize the needs of the aged and band together to help create dignity where there now exists despair. The Federation President, Frannis

Green, has started a program by having those agencies that are involved with the problems of the aged, convene on a regular basis with their presidents and executive directors. A comprehensive report has been completed and submitted to Frannie.

I have served the community in many positions, including the presidency of other major organizations, but I have never seen a harder working, more dedicated group of people as our Officers, Board, Staff and Auxiliary. Our Auxiliary again demonstrated its dedication to the Home by raising a very large sum of money for our Galleria. Because I sincerely consider that each and everyone has done an excellent job, I will not resort to the traditional method of singling out persons -- but wish to extend my gratitude to all of you for helping me during a trying period. Despite these complexities, I have enjoyed being President of the Home.

To each of you, my everlasting gratitude for your confidence in me and your support. While I leave the office of president, I will not leave my interest in the Home. Your new Officers will serve you with the same dedication as those who preceded them.



New JCF chief pledges high priority for seniors

An open door policy and a high priority to addressing the needs of all local agencies — but especially those that serve the elderly — will be the hallmark of the new president of the Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties.

Laurence Earl Myers, known to most everybody as simply "Larry," was unanimously elected president of the JCF at a board of directors meeting Tuesday. He said one of his primary objectives will be to "bring all local agencies into a closer partnership with the federa-

✓ **East Bay federation president Herb Friedman plans a shorter but more intense fund-raising campaign. See story, Page 13.**

tion.

"And as with all partnerships," he added, "we will all have to put our shoulders to the wheel, whether in regard to setting up goals and programs or raising the funds needed to achieve those aims."

He plans this fall to discuss a number of joint efforts with the
(See NEW, Page 28)



Larry Myers
... new S.F. federation president

New federation president to stress needs of elderly

(Continued from Page 1)

presidents and executives of all local beneficiary and constituent agencies.

"I plan to be a good listener," Myers said, "and within restraints of time maintain an open door policy to hear from donors and agencies as to any and all problems that come up."

According to friends and agency executives, Myers brings to the position the depth and breadth of understanding necessary to make the partnership between the JCF and the Jewish community work.

A businessman who is a native of Scranton, Pa., a tough coal mining town where anti-Semitism was a fact of life, Myers, who just turned 64, is no stranger to San Francisco. He has lived in the same house in Sea Cliff since 1956 with his wife of 32 years, Eleanor.

He has served as president of five local Jewish agencies, and is a national vice president of the Council of Jewish Federations and the Jewish Education Service of North America. He is also former treasurer of San Francisco's Temple Emanu-El, where he and his family have belonged for 30 years.

Immediate past chairman of the Northern California Israel Bonds and currently its national vice chairman, Myers is also immediate past vice president and treasurer of the JCF, has been chairman of the JCF's social planning and budgeting committee, and was campaign chairman in 1973, the year of the Yom Kippur War.

Whether as a businessman, a

Jewish volunteer or as a personal friend, Myers is known as a man who is as good as his word, works hard and is open and accessible.

"Larry Myers is a diamond," asserted Howard Gelberd, executive director of the Bureau of Jewish Education, one of the agencies where Myers has served as president. "He's easy to talk to, he's accessible. We're lucky to have him. He understands the workings of the Jewish community."

Gelberd said he feels "Larry is the right person to continue what's been begun here in the last few years. This community is at a threshold of a heightened Jewish awareness; there's a new feeling of Jewish identity. Larry will be able to take us to the next stage."

Gelberd, who said he developed a "special fondness" for Myers when the bureau was going through a major transition from one executive director to another, said Myers "looks for the best professional people he can find and then gives them working room, breathing space."

Jerry Levine, executive director of the Jewish Home for the Aged, has been a personal and professional friend of Myers' for close to 15 years. "I really like him," commented Levine as a friend. "He's an excellent sounding board, the type you can discuss any subject with."

Professionally, Levine noted, "Larry has an understanding of the totality of the Jewish community. As a former president of the Jewish Home, he knows the issues of the



Ron Kaufman
... Myers' predecessor

aging particularly well from all standpoints. I believe the Jewish aged will benefit a great deal with him as president."

Myers was the first president of Menorah Park, the housing development for the Jewish elderly funded by the JCF. He also has been president of the San Francisco Jewish Community Center and the American Jewish Congress of Northern California.

Barbara Solomon, current executive director of Menorah Park, said, "I'm pleased that Larry is president because he's a caring person who's interested in the future of this community. And we know that he knows better than most that housing for the elderly is a priority. We desperately need more low and middle income housing. We hope he continues to work toward that

goal."

"It's true," commented Myers. "Adequate housing for the elderly is one of the great unmet needs we have in our community. In that first year of Menorah Park, we had 1,500 applications for 150 spaces."

But, he added, "housing is not our only problem. In my capacity as JCF president I recognize that I represent the total constituency — every single donor and the federation board. I want to address the unmet needs of the disadvantaged both locally and overseas. I don't want to be just a parochial president; I have a universal outlook."

Among his other aims is "to get more Jewish people in the community actively involved. If we can attract new workers who in turn will attract new donors, we can broaden the base."

He said he is "looking forward with great excitement to some of the innovative programs of this year's fund-raising campaign under the able leadership of my old friend Stu Seiler. I feel certain we will be able to achieve an increased campaign goal."

Myers succeeds Ron Kaufman as JCF president. In symbolically passing the gavel to Myers, Kaufman commented, "Having been a president of so many local Jewish agencies, and a chairman of most of the committees, Larry is without a doubt one of the most knowledgeable and committed men in the Jewish community. He is eminently qualified by experience, leadership example and lifelong commitment to the Jewish community to be president of the federation."

Myers in turn tipped his hat to Kaufman and all his "illustrious predecessors." It will be an "awesome challenge to succeed Ron, whose selfless devotion was unparalleled."

Over the last several years, Myers commented, "The board has been innovative in prompting change in national and overseas critical issues. I hope to help continue this trend on a constructive basis as issues arise."

In order to meet the challenge, he said he plans to "devote the greater part of my working day to the activities of the federation."

Due to the overall expansion of the federation in recent years, Myers noted, "this is no longer a part-time job."

Myers and his wife, who is also an actively involved Jewish community volunteer, are the parents of Lisa Goldman, former director of the federation in Fresno, and Mark, a former chairman of the JCF's Leadership Development Committee and currently vice president and manager of the real estate industries group for Wells Fargo Bank in Los Angeles.

"In terms of Jewish involvement I'm pleased to say my children learned by the example I set," Myers noted.

Myers's father, now deceased, was a physician and his mother is still actively involved in Jewish volunteer work. His brother is a former president of the Scranton federation.

The child of a traditional Jewish education, he belonged to a Conservative synagogue and was involved in Jewish youth groups.

His commitment to Jewish activism, he said, was forged in Scranton, "an area infamous for its anti-Semitism. The intense anti-Semitism left a mark on me to intensify my Jewish involvement," he said. "You had to defend yourself..."

He served in Australia and the Philippines in the Army during World War II. He then worked in New York as an advertising salesman for Fairchild Publications, which publishes such trade journals as *Women's Wear Daily*.

After a stint as sales supervisor for a commercial refrigeration company, he established his own construction equipment distribution business in Toledo, and moved it to S.F. in the early 1950s. He sold Laurence Myers and Co. in 1964, serving as its consultant until 1968. He currently is a business consultant specializing in mergers and acquisitions.

Menorah Park celebrating 10th anniversary

By PEGGY ISAAC GLEUCK
Of the Bulletin Staff

As Menorah Park marks a decade of service to San Francisco's Jewish seniors, its founders consider new ways to serve the growing ranks of the Bay Area's elderly.

Laurence E. Myers, first president of Menorah Park, regards the 150-unit housing project for the well elderly "a colossal success," but in the same breath said several more such complexes are needed. However, federal and state funding for them is nearly non-existent.

In January, Menorah Park, which is in Laurel Heights, received more than 500 applications from seniors who require little or no assistance in maintaining their lifestyles.

Many of those applicants won't be eligible for Menorah Park housing because of more stringent government eligibility requirements that went into effect in 1988.

"This shows us that the need for senior housing is well beyond the ability of Menorah Park and the Jewish community to respond. The need is enormous

and will only grow in the future," said Judy Teitler, director of the complex.

Menorah Park leaders are in the process of developing long-range goals on how to address the issue of an aging Jewish population that needs special housing. Among the things they are considering is housing for those who can't afford market-rate rent and Jewish seniors living outside San Francisco. The federally subsidized Menorah Park at 3365 Sacramento St., S.F., will mark its 10th anniversary with a program at 2 p.m. Sunday for residents and members of the community who have been involved with the facility. Among the speakers will be Myers, who also is a former president of the Jewish Community Federation.

According to Myers, realizing plans for government-subsidized Menorah Park took some doing and a lot of patience. After forming the necessary committees, Jewish organizers approached the U.S. Department of Housing and Urban Development in the mid-70s. But because of limited funding, the proposals were rejected by the federal agencies.

Undaunted, the Jewish groups reapplied and subsequently got \$8 million in HUD money for a mortgage for the building, built on land donated by members of the Jewish community and purchased by the S.F. Jewish Community Center, which is adjacent to the complex.

The donated land "made a huge difference" in terms of the cost of building the 150-unit building, said Myers, who regards his work with Menorah Park as "one of the most gratifying things I've been involved with in Jewish communal life."

The characteristics of Menorah Park's residents have changed significantly since the facility's founding. Today, the average age of residents is 80 — up by 10 years since the complex opened. The average age of the entering residents today is 75, Teitler added. The aging of the resident population, about 50 to 60 percent of whom are original residents, calls for more health and housekeeping services currently provided by various Jewish and community agencies.

New applicants are coming from lower income brackets. Many have some health problems or difficulties taking care of themselves. The vacancy rate also has accelerated. In Menorah Park's first nine years, eight to 12 apartments were vacated annually, but last year's total was 18. By the end of September of this year, 13 apartments became available. All quickly have been filled.

Whatever the Jewish community's plans for senior housing in the Bay Area, Teitler said Menorah Park will remain true to its original charter in providing a home for the seniors who can, for the most part, take care of themselves.

"These people, whatever their needs are, do not need to live in nursing homes. What we try to foster is a sense of both home and community," she said.

CHRONOLOGY OF LAURENCE E. MYERS'
JEWISH COMMUNITY FEDERATION ACTIVITIES

1968 On budget committee. Jesse Feldman reports 50 members, 17 are new. He notes community concern with Jewish education.

1969 John Steinhart president.

On nominating committee.

On social planning committee as at-large representative (Mrs. Green chairman). Committee action:

1. Controversy re dealing with possibility of redirection of subsidies for Hebrew teachers' salaries to projects of an experimental nature.
2. Study of future of Emanu-El Club, which is not in right location.
3. Committee to undertake joint study with Homewood Terrace to update joint study done in 1962 that assessed need of community in care of disturbed, delinquent or abandoned Jewish child.
4. Committee established committee on college youth.
5. Federation board accepts committee's recommendation for two-year Hillel program at San Francisco State College and City College, jointly financed with Hillel, to cost \$24,000 a year; federation's share \$12,000. Pilot program with full time Hillel director, Rabbi Roger E. Herst.

Committee's report on Jewish education:

1. Improve quality of teaching in Jewish schools.
2. Increase staff of Bureau of Jewish Education.
3. Phase out Federation support of schools, which now consists of subsidizing teachers salaries. Services to schools to be provided by Bureau of Jewish Education.

1970 Chairman of a budget subcommittee (75 on total committee)

Board agrees to grant \$18,000 for local population study.

Budget committee increased funds to UJA because Israel is #1 priority.

Social planning and budget committees combined. It is to confer with Bureau of Jewish Education and establish a policy with regard to allocation by the Bureau of Federation and Bureau funds to day schools (there is concern about schools that request subvention but do not accept children whose non-Jewish mothers had not converted).

1971 Mel Swig president.

Member of Federation board; vice-chairman of campaign. On social planning and budgeting committee; chairman of public relations committee, and on fundraising committee. Chairman of Business and Professional Division.

Social planning and budgeting committee reports \$67,000 Bulletin deficit. Does community need Jewish news media and if so what kind? How much Federation support for community paper? Committee recommends 1971 allocation not to exceed \$52,900. Also \$2,000 for Bay Area Jewish Youth Council and \$2,550 for Jewish studies program at Stanford University sponsored by Hillel Foundation from endowment fund.

Represents San Francisco in Israel. Prime Minister Golda Meier invited leaders of principal American Jewish communities to come to Israel to meet with her and her cabinet for first-hand briefing.

Federation to give \$33,750 to two Jewish day schools in 1971, compared with \$12,500 in 1970; 100% increase in enrollment. Social planning and budgeting to look at direction community is moving in this area. Do the Jewish day schools provide an intensive Jewish education for a limited group of eager parents--or are the schools an alternate form of education similar to other parochial schools?

Official slate of nominating committee may be contested.

Controversial statements circulated about way Federation allocated funds and amounts made available. Petitions were submitted for 10 candidates but didn't have required 250 signatures.

- 1972 Vice-chairman of chairman of campaign with Henry E. Berman. On fundraising committee, chairman of public relations, and on social planning and budgeting committee. That committee reports that Federation is committed to support Jewish day schools and recommends Federation establish a committee representative of all points of view in the community to determine the feasibility of establishing a community day school.

President, San Francisco Jewish Community Center.

Cut back of 12% from UBAC's allocation to Federation.

- 1973 Jesse Feldman president.

Vice-chairman of overall campaign, handling special projects such as agency boards' giving as well as membership organizations.

Henry E. Berman campaign chairman.

Chairman, public relations committee.

On social planning and budgeting committee; board approves committee's recommendation for vocational services; allocates \$50,000 a year for 2 years.

Hebrew Academy requests to be included in capital funds campaign; they wish to become a direct constituent agency. Executive committee decides against any allocation for Academy because of interference in 1973 campaign. Academy institutes law suit on grounds that Federation solicited gifts with pre-determined intent not to allocate funds to Academy.

Certain groups wish to place ad expressing belief that Federation's priorities should be altered. Group was refused by Bulletin because ad contained misleading information.

Board approves establishment of a community day school. Committee to study if Hillel-Brandeis conforms to board's standards for community day school.

Capital funds drive deferred to 1974.

- 1974 Campaign chairman. On special retirement review committee. Chairman of the technical advisory committee on housing, chairman of public relations committee, and on San Francisco synagogue-Federation task force. President of Jewish Home for the Aged. Establishment of Federation office in Palo Alto.
- 1975 Frances D. Green president. Chairman of fundraising, member of capital funds campaign. Lou Weintraub now executive vice-president and Brian Lurie executive director. Later in the year, Weintraub is designated consultant. Members of Jewish Defense League invade Federation office, complaining method of electing Federation board members; they leave when police arrive. Board approves HIAS services to settle 40 Vietnamese refugees. Jewish Family Services Agency already involved with the refugees. Federation accepts proposal of committee on aging, Ron Kaufman chairman, for housing for poor well elderly on corner of Walnut and Sacramento streets. Federal funds are available for this project. Some board members form DROME Associates to purchase the property.
- 1976 Treasurer and member of fundraising committee. Chairman of finance committee. On capital funds allocation review committee, and ex-officio member of newly-created Jewish Community Endowment Fund, a standing committee.
- 1977 Peter E. Haas president. Chairman of housing steering committee; reports Housing and Urban Development has granted Federation \$5,268,500 for construction of 150 units of housing for the elderly. Residents with less than \$9,500 to pay one-quarter of monthly income for rent. Capital funds committee takes place of allocations review committee.
- 1978 Chairman of social planning and budgeting committee. On fundraising committee. Announces HUD's preliminary approval of \$1 million offered for Federation land. This land, purchased by DROME Associates, is at Presidio, California, Sacramento and Walnut Streets. Menorah Park is incorporated as owner and manager of the housing project. A nine-person board: 5 from Federation, 4 from United Jewish Community Centers. Mr. Myers president of Menorah Park board. Appointed to board of Council of Jewish Federations.

Executive committee recommends major reorganization of governance of United Jewish Appeal.

Project Renewal accepted, commitment of \$3 1/2-\$5 million.

General Assembly in San Francisco.

1979 Jerome Braun president.

Vice-president of Federation and on executive committee.

Chairman of social planning and budgeting committee; reports that 325 more Soviet emigres expected. Board advanced Jewish Family and Children's Services \$350,895 for emigre program for last quarter of 1979.

Housing for well elderly program completed. Negotiations secured a 40-year, low interest loan of \$6,870,000.

Hebrew Academy receives a one-time grant to meet deficit caused by taking in Russian kids--78 emigres out of 230 enrollment. But Federation asks for expansion of Academy board, fiscal responsibility, and a monthly review by the Bureau of Jewish Education.

Reports \$250,000 increase in 1979 campaign first line means allocation cut to UJA in favor of meeting local and national needs.

1980 Vice-president, chairman of social planning and budgeting committee, on endowment fund committee. Reports Menorah Park is filled and fully operational since June.

1981 Richard Goldman president.

Treasurer, chairman of finance committee, on investment committee, and capital funds committee.

Concept of confederation formally approved by East Bay and San Jose Federations.

San Francisco one of first cities in country to have a special gifts department.

Chairman of Western Area Services for the Council of Jewish Welfare Federations.

1982 Vice-president, on executive committee, chairman of personnel committee. On following committees: for new headquarters building, capital funds, fundraising, and endowment fund.

Name changed to Jewish Community Federation.

Capital funds committee reports South Peninsula multi-use facility is a reality.

Jewish Community Relations Council reports ambivalent feelings within Jewish community because of invasion of Lebanon. Report that San Francisco needs to raise \$5 million to help restore social service cuts in Israel due to cost of war.

Sonoma County mergers with Federation.

- 1983 William Lowenberg president at mid-year. Administrative year changed to fiscal year, July 1 to June 30, therefore new board to serve 1 1/2 years.
- Vice-president. On following committees: executive, fundraising, philanthropic fund advisory committee of endowment fund, administrative, building, capital funds. President, Bureau of Jewish Education.
- Brian Lurie reports on Jewish Agency and plans to reform governance structure.
- Federation given Schroder Award at General Assembly in Atlanta for confederation.
- Endowment fund reports new policy: Federation proposals must go to executive committee first before going to full endowment committee for approval.
- Creation of overseas committee.
- 1984 Ron Kaufman president at mid-year.
- Treasurer.
- President of Bureau of Jewish Education.
- Move to new headquarters building.
- Open San Francisco office in Jerusalem.
- Meeting on August 16 with national leaders re Jewish Agency. Follow up meeting by members of overseas committee (Myers, Swig, Kaufman, Lurie), with UJA/CJF leaders at CJF quarterly. Are asked to wait until February before visiting other cities to present Federation's concerns, but decide to have articles in Jewish press.
- Approval given for demographic study of confederated area of Northern California.
- 1985 Vice-president.
- Chairman, philanthropic fund advisory committee and special gifts.
- On demographic study committee.
- Chairman of inter-agency elderly committee. Priority needs are: housing, meals, casework, day care, and transportation.
- Vice-president, Council of Jewish Federations.
- Project Renewal towns are Tel Hanan and Kiryat Shmona.
- Many other communities are following Federation's lead in raising issues dealing with Jewish Agency governance and accountability.
- "Who Is a Jew" issue raised. Jewish identify task force to take up serious issues polarizing Jewish world. Its charge will be to find middle ground to bring together Jews of all persuasions.
- 1986 President as of August.
- On fundraising committee and subcommittees of confederation and real estate.
- \$100,000 allocated for independent projects in Israel.
- \$343,500 allocated for pre-development plan for Peninsula well elderly senior housing project.

Visiting professorship at Stanford resulting from endowment fund seed money. Also \$60,000 for annual Federation lecture at Stanford. Amuta committee headed by Avraham Infeld.

Federation's recommendations for reforms in Jewish Agency accepted by Council of Jewish Federations and passed on to Jewish Agency.

- 1987 President.
Demographic study and resulting strategic planning process, which is also considered community building process.
Regionalization pilot project for South Peninsula.
Start of campaign for Marin campus.
- 1988 Term of presidency terminates in July; Annette Dobbs president.
Jewish Agency establishes fund for creative and innovative programs in Israel.
Integrated management of Kohn, Newhouse and Maimonides funds.
- 1989 On executive committee.
Chairman, philanthropic fund advisory committee of endowment fund.
Chairman, human services subcommittee of strategic planning committee.
On cash collection subcommittee.
Special campaign in support of Soviet Jewry resettlement.
Marin campus to be constructed.
Focus of Amuta:
 1. On going programs in Upper Galilee of education, excellence program for 10th and 11th graders. Programming at this level is unique in Israel.
 2. Economic development through San Francisco investment.
 3. Soviet emigre absorption.
 4. Planning for 1990 retreat in Tiberias for Amuta, members of overseas/Project Renewal regional development committee.
- 1990 Donald Seiler president as of July 23, 1990
On Federation board.
Chairman of philanthropic fundraising committee.
On implementation subcommittee.
Over 400 people took part in two years activity culminating in strategic plan.
Co-chair with wife of Council of Jewish Federation's General Assembly in San Francisco.

OTHER ACTIVITIES

1. President of American Jewish Congress Northern California Division and national vice-president.
2. Treasurer of Temple Emanu-El.
3. Past chairman of Israel Bonds.

LAURENCE E. MYERS
PRESIDENT, JEWISH COMMUNITY FEDERATION
OF SAN FRANCISCO, THE PENINSULA,
MARIN AND SONOMA COUNTIES

Larry Myers was born and grew up in Scranton, PA, where anti-semitism was a fact of life. He has resided in the same house in the Sea Cliff area of San Francisco since 1956, and has been an active participant in the Jewish community, together with his wife, Eleanor, ever since they moved here.

He has served as president of five local Jewish agencies, and is a national vice president of the Council of Jewish Federations and the Jewish Education Service of North America. He is also former treasurer of San Francisco's Temple Emanu-El, where he and his family have belonged for over 30 years.

Myers has served as chairman of the Northern California Israel Bonds, and as its national vice chairman, as well as being vice president and treasurer of the JCF. He has also served as chairman of JCF's social planning and budgeting committee, and was campaign chairman in 1973, the year of the Yom Kippur War.

Whether as a businessman, a Jewish volunteer or as a personal friend, Myers is known as a man who is as good as his word, works hard and is open and accessible. Now in his second year of his term as president, he has shown himself to be eminently qualified by experience, leadership example, and lifelong commitment to the Federation.

Son of a physician and a mother devoted to Jewish volunteer work, Myers received a traditional Jewish education, belonged to a Conservative synagogue and was involved in Jewish youth groups.

He served in Australia and the Philippines in the Army during World War II. He then worked in New York as an advertising salesman for Fairchild Publications, and did a stint as sales supervisor for a commercial refrigeration company before establishing his own construction equipment company in Toledo before moving to the Bay Area in the early '50s. He sold Laurence Myers & Co. in 1964, serving as its consultant until 1968. Currently he is a business consultant specializing in mergers and acquisitions.

His daughter, Lisa Goldman, was director of the Fresno Federation and his son, Mark, a former chairman of the JCF's Leadership Development Committee, is vice president of the real estate industries group for Wells Fargo Bank in Los Angeles.

4. Board member of United Jewish Community Centers
5. Chairman of urban affairs committee of Jewish Community Relations Council.
6. 1973, Member of national board of Vita.
7. 1981, Honored by American Jewish Congress "for distinguished and meritorious service toward advancing social justice and human rights in accordance with our Jewish heritage."
8. 1992, Board member of AIPAC.
9. Director of San Francisco Builders Exchange.
10. On United Way budget committee.
11. Board member of Golden Gate Energy Center.

JEWISH COMMUNITY FEDERATION COMMITTEES*

(Some Committees are in Formation)

EXECUTIVE COMMITTEE (as of 8/19/86)

(Proposed officers nominated by Board Officers Nominating Committee a June 18, 1986.) No other slate was nominated. Elections will take place at the first board meeting after the annual meeting which was held June 17, 1986.

Composition of the Executive Committee is mandated by the Federation Bylaws, Section IV, B., 1.

Chairman: President, Laurence Myers

Staff: Brian Lurie

Members: Judith Chapman, President, Women's Division
 Kenneth Colvin, Vice President
 Adele Corvin, Chairman, Capital Funds Committee
 Annette Dobbs, Chairman, Personnel Committee
 Rhoda Goldman, Chairman, Endowment Committee
 Barbara Isackson, Assistant Treasurer
 Geoffrey Kalmanson, Secretary
 Ron Kaufman, Immediate Past-President
 Dr. Donald Linker, Chairman, Fundraising Committee
 Dr. Donald Newman, Chairman, 1986 Campaign
 Raquel Newman, Vice President
 Claude Rosenberg, Chairman, Investment Committee
 Albert Schultz, Treasurer
 Donald Seiler, Vice President
 Stuart Seiler, Chairman, 1987 Campaign
 Roselyne Swig, Vice President
 Melvin Wasserman, Chairman, Planning & Budgeting
 Committee
 Ronald Wornick, Vice President

Guests: Ronald Berman, Chairman, Communications Committee
 Richard Goldman, Chairman, Overseas Committee
 George Saxe, Chairman, Demographic Study Committee

ADMINISTRATIVE COMMITTEE

Chairman: Albert Schultz
 Vice Chairman: Annette Dobbs (Personnel)
 Staff: Nancy Hair

Members: Barbara Isackson Michael Podell (Building)
 Adriana Ryan Dr. Andrew Rosenblatt
 George Saxe

Ex-Officio: Laurence Myers

ENDOWMENT COMMITTEE

Chairman: Rhoda Goldman
 Vice Chairmen: Peter Haas*, Development
 Donald Seiler, Allocations

Staff: Phyllis Cook
 Deborah Bleicher

Members:	James Abrahamson	Ron Kaufman*
	Rabbi M. Barenbaum	Samuel Ladar*
	John Blumlein	Robert Levison
	Joseph Blumlein	Alvin Levitt
	Harry Blumenthal	William J. Lowenberg
	Jerome Braun*	Phyllis Moldaw
	Adele Corvin	Raquel Newman
	Ruth Debs	Bernard Osher
	Richard Dinner**	George Saxe
	Annette Dobbs**	Albert Schultz
	Jesse Feldman *	William Russell-Shapiro
	Howard Friedman	Robert Sinton*
	Hanna Fromm	John Steinhart*
	Frances Geballe**	Melvin Swig
	Richard Goldman*	L. Jay Tenenbaum
	Frances Green*	Haskell Titchell
	Morgan Gunst, Jr.	
	Douglas Heller	

Ex-Officio: Laurence Myers
 Claude Rosenberg

Intern: Don Abramson

*Federation Past Presidents

**Reappointed for second three-year term.

EVA HELLER KOHN SUBCOMMITTEE

Chairman: John Blumlein
 Vice Chairman:
 Staff: Deborah Bleicher

Goldie Cutler, National Council of Jewish Women
 George Saxe
 Carolene Marks, Hadassah
 William Lowenberg

Ex-Officio: Rhoda Goldman

Capital Funds Committee - continued

Ex-Officio: Randall Dick
 Laurence Myers
 Sora Lei Newman
 Melvin Wasserman

CASH COLLECTIONS SUBCOMMITTEE

Chairman: George Frankenstein
 Staff: Loren Basch/Seymour Kleid

Members: Annette Dobbs
 Betty Dreifuss
 Douglas Heller
 Dr. Donald Linker
 William J. Lowenberg
 Donald Seiler
 Roselyne Swig
 Sheldon Wolfe

Intern: Susan Lowenberg

COMMUNICATIONS COMMITTEE

Chairman: Ronald Berman
 Staff: Shelly Freisinger
 Members: In Formation

COMMUNITY PLANNING/AGENCY RELATIONS SUBCOMMITTEE

Chairman: Michael Rubenstein
 Staff: Gene Kaufman

<u>Agencies</u>	<u>Presidents</u>	<u>Executives</u>
Bureau of Jewish Education	James Sammet	Howard Gelberd
Jewish Community Relations Council	Tanette Goldberg	Earl Raab
Jewish Family & Children's Services	Siesel Maibach	Anita Friedman
Jewish Home for the Aged	Jim Joseph	Jerry Levine
Jewish Vocational Service	Max Bernstein	Abby Snay
Menorah Park	Alan Rothenberg	Barbara Solomon
Mount Zion Hospital	Peter Sloss	Martin Diamond
Northern California Jewish Bulletin	Prof. Edwin Epstein	Marc Klein
United Jewish Community Centers	Richard Green	Mark Rubin

Steering Committee (Local and National)

Chairman: Mel Wasserman
 Vice Chairman: Randy Dick
 Staff: Gene Kaufman

Steering Committee (Local and National) - continued

Community Relations	Dr. Joel Renbaum
Family, Health & Elderly	Michael Samson
Group Work and Campus	Alan Grossman
Jewish Education	Stewart Foreman
National Agencies	Betty Dreifuss
Project Renewal	Alan Rothenberg

JEWISH ELDERLY PROFESSIONAL SUBCOMMITTEE

Chairman: Barbara Solomon

Members: Professionals working in agencies dealing with Jewish Elderly and key lay representatives. In Formation.

CONFEDERATION SUBCOMMITTEE

Chairman: William J. Lowenberg

Vice Chairman:

Staff: Brian Lurie

Members: Adele Corvin
Barbara Isackson
Laurence Myers
Stuart Seiler

DEMOGRAPHIC STUDY SUBCOMMITTEE

Chairman: George Saxe

Vice Chairman: Gerald Marcus

Staff: Steven Haberfeld
Gene Kaufman

Members:	Diane Cohen	Earl Raab
	Randy Dick	Myra Reinhard
	Stewart Foreman	Michael Rubenstein
	Ruthellen Harris	Rabbi Peter Rubinstein
	Barbara Isackson	Lynn Sedway
	Robert Levison	Ruth Sporer
	Sandy Leib	Thaddeus Taube
	Robert Lipman	Marilyn Weisberg
	Seymour Lipset	Anita Wornick
	Laurence Myers	

BUILDING SUBCOMMITTEE

Chairman: Michael Podell
 Vice Chairman: Barbara Isackson
 Staff : Elle Hoffnagel

Members: Ron Kaufman
 William J. Lowenberg
 Donald Sweet

Ex-Officio Laurence Myers

BYLAWS COMMITTEE

Chairman: Samuel Ladar
 Vice Chairman: Jerome Braun
 Staff: Phyllis Cook

Members: William Coblentz
 Randy Dick
 Jesse Feldman
 Alvin Levitt
 Robert Sinton
 Sheldon Wolfe

CAPITAL FUNDS COMMITTEE

Chairman: Adele Corvin
 Vice Chairman: Alvin Levitt
 Staff: Phyllis Cook
 David Bubis
 Gene Kaufman

Members: James Abrahamson
 Frances Berger
 Judith Chapman
 Helene Cohen
 Kenneth Colvin
 Richard Dinner
 Kate Feinstein
 John Freidenrich
 John Goldman
 Frances Green
 Richard Green
 Peter Haas
 Ruthellen Harris
 Douglas Heller
 Donald Kahn
 Geoff Kalmanson
 Sonya Kaplan

Ron Kaufman
 Harvey Koch
 Dr. Donald Linker
 Bernard Osher
 Michael Podell
 Robert Rubenstein
 George Saxe
 Donald Seiler
 Stuart Seiler
 Peter Sloss
 Donald Sweet
 Melvin Swig
 Marilyn Taubman
 Ronald Wornick
 Harold Zlot
 Allan Kaplan, Intern

FUNDRAISING COMMITTEE

Chairman: Dr. Donald Linker
 Vice Chairman: Sonya Kaplan
 Staff: Loren Basch

Members:	Stuart Aronoff	Nadine Krulevitch
	Ron Berman	Sandra Leib
	Dr. Jeffrey Carmel	Laurence Myers
	Judith Chapman	Dr. Donald Newman
	Andrew Colvin	Dr. Joel Renbaum
	Kenneth Colvin	Marc Rosenberg
	Randall Dick	Dr. Andrew Rosenblatt
	Annette Dobbs	Norman Rosenblatt
	George Foos	Adriana Ryan
	George Frankenstein	Albert Schultz
	Ruthellen Harris	Donald Seiler
	Jack Kadesh	Roselyne Swig
	Susan Kolb	Sanford Tandowsky
	Ron Kaufman	Phyllis Wasserman
	Harvey Koch	Sheldon Wolfe
	Arthkur Krulevitch	Ronald Wornick
		Judy Zimmerman

INSURANCE SUBCOMMITTEE

Chairman: Kenneth Colvin
 Vice Chairman:
 Staff: Nancy Hair

Members:	Stuart Aronoff	Peggy Nathan
	Joanne Backman	Michael Rubenstein
	Harry Cohn	James Sammet
	Dan Golden	George Saxe
	Richard Green	Paul Steiner
	Ruthellen Harris	Melvin Wasserman
	Douglas Heller	Steve Zimmerman

Ex-Officio: Albert Schultz

INVESTMENT COMMITTEE

Chairman: Claude Rosenberg
 Vice Chairman: Toby Rosenblatt
 Staff: Nancy Hair
 Phyllis Cook

Members:	James Abrahamson	David Kavrell
	Warren Berl	Peter Maier
	Joseph Blumlein	Maurice Mann
	Jerome Debs	William Rollnick
	Tully Friedman	Alan Rothenberg
	Daniel Golden	Robert Sinton
	Douglas Heller	Alan Stein

Investment Committee - continued

Warren Hellman
Alan Herzig

Willi Weinstein

Ex-Officio: Rhoda Goldman
Laurence Myers
Albert Schultz

NEW GIFTS SUBCOMMITTEE

Chairman: Sunny Kaplan
Vice Chairman: Lynn Blankfort
Staff: Karen Marcus

Members:	Diane Cohen	Nick Martin
	Annette Dobbs	Dr. Barry Oberstein
	Victoria Rhine Dobbs	Bruce Raful
	Betty Dreifuss	Dr. Garry Rayant
	Mimi Gauss	Robert Rubenstein
	Hank Levitan	Anita Wornick
	William J. Lowenberg	

NOMINATING SUBCOMMITTEE

Chairman: Jerome Braun
Vice Chairman:
Staff: Phyllis Cook

Members:	Ron Berman	Marge Kalmanson
	Randall Dick	Michael Podell
	George Foos	Steven Swig
	Barbara Isackson	

OVERSEAS COMMITTEE

Chairman: Richard Goldman
Vice Chairmen: Ron Kaufman
Staff: Phyllis Cook

Members:	Kenneth Colvin	Dr. Andrew Rosenblatt
	Randall Dick	Alan Rothenberg
	Jesse Feldman	Rabbi Peter Rubinstein
	George Foos	Robert Sinton
	Claude Ganz	Melvin Swig
	Douglas Herst	Roselyne Swig
	Alvin Levitt	Sheldon Wolfe
	William Lowenberg	Anita Wornick
	Raquel Newman	

Ex-Officio: Laurence Myers
Melvin Wasserman

PERSONNEL COMMITTEE

Chairman: Annette Dobbs
 Vice Chairman: Albert Schultz
 Staff: Loren Basch

Members: Betty Dreifuss
 George Foos
 George Frankenstein
 Douglas Herst
 Barbara Isackson

PHILANTHROPIC FUND ADVISORY SUBCOMMITTEE

Chairman:
 Staff: Deborah Bleicher

Members: Adele Corvin George Saxe
 Barbara Isackson Stuart Seiler
 Alvin Levitt Melvin Wasserman
 Raquel Newman Ronald Wornick
 Norman Rosenblatt

Ex-Officio: Laurence Myers
 Rhoda Goldman

PLANNING & BUDGETING COMMITTEE

Chairman: Melvin Wasserman
 Vice Chairman: Randy Dick
 Staff: Gene Kaufman

Members: IN FORMATION

PROJECT RENEWAL COMMITTEE

Chairman: Alan Rothenberg
 Vice Chairman: Roselyne Swig
 Staff: Steven Haberfeld

Members: IN FORMATION

REAL ESTATE SUBCOMMITTEE

Chairman: Victor Marcus
 Vice Chairman: William Lowenberg
 Staff: Phyllis Cook
 Nancy Hair

Members: Stanley Dick Laurence Myers
 Dan Geller Joseph Pell
 Jim Joseph Joseph Samson
 Jay Kaplan Al Shansky
 Harold Kaufman Boris Wolper

Real Estate Subcommittee - continued

Ron Kaufman	Arthur Zimmerman
Bradford Liebman	
William J. Lowenberg	

RETIREMENT SUBCOMMITTEE

Chairman:	Barry Sacks
Vice Chairman:	Stuart Seiler
Staff:	Nancy Hair
Members:	Andrew Colvin
	Dr. Julian Davis
	Samuel Ladar
	Sandra Leib
	Siesel Maibach
	Theodore Seton
	Vivian Solomon
Ex-Officio:	Annette Dobbs
	Albert Schultz

LARRY MYERS - SPEECH
(Revised June 8, 1988)

It gives me great pleasure to conclude my two-year term with this, my final Annual Report. The past two years have given me much satisfaction. As many of you know, I have dedicated much of my adult life working for the Federation and it's various agencies. I look at these past two years as a culmination of that endeavor. Now the report.

The two annual campaigns during my Presidency have produced the highest campaign totals in the history of this Federation. The 1987 Campaign under the leadership of Stu Seiler raised \$17.2 million dollars. The 1988 Campaign appears likely to break the \$18 million barrier. Barbara Isackson, Campaign Chairman and Nate Levine, Campaign Director, deserve much of the credit for this outstanding achievement.

Our Endowment Funds, under the leadership of Rhoda Goldman, Don Seiler, Phyllis Cook, and Peter Haas, continue to provide major financial support to our Jewish Community.

Our Endowment Fund, the Koret Foundation and other Jewishly inspired Foundations helped pay for the first major Demographic Study of the Bay Area Community. The findings were startling. Our Jewish Community is not the 110,000 that we thought, but rather in excess of 220,000 Jews. (Our own Federation having 128,000.)

During my tenure, this study was completed under the Chairmanship of George Saxe and now, Phase II is Chaired by Ron Wornick and Co-Chaired by George Saxe. This is more than a strategic planning process. It's a major effort at community building in all of our Federation areas. We expect to have hundreds of people participating in establishing Jewish Community prior

This process should be completed over the next year to year and a half. The Marin Community, as a community, has established it's major priority, which is the Marin Campus. It gives me great pleasure to tell you that ground was broken this past Sunday for the beginning of this project. It's significance cannot be overstated. It will be the central focus for the development of the Jewish Community of Marin.

As you know, housed at this site will be Rodef Shalom, Brandeis-Hillel Day School, Jewish Community Center, Jewish Family and Children's Service and the Jewish Community Federation offices. This cooperative venture has never been done in a major city Federation. Thus, the national Jewish Community will be looking towards it as a possible proto-type for the future. For our Federation, it represents the largest single capital campaign for one facility in our Federation's history. We wish all of its leaders much success and congratulations.

Our other local agencies continue to do outstanding service for our community; the Bureau, with it's Israel programs/^{and} with service to our synagogues and day schools, the Jewish Family and Children's Service, offering a wide range of services, and in particular,/^{their} leadership in absorbing the over 500 emigres coming to San Francisco from the Soviet Union in this next fiscal year. The Home, Vocational Service, Hebrew Free Loan Association and our Jewish Community Centers continue to do their outstanding work.

I want to congratulate Mt. Zion and the U.C. Hospital on their moving towards a merger arrangement. David Melnick and Marty Diamond should be mentioned for their outstanding work and I wish them both good luck in the months ahead.

Finally of particular note, is our regionalization pilot project in the South Peninsula. Like the Marin Campus, this process will be watched

by eyes beyond this community. It's an attempt to empower and involve many more people in Federation life.

In the area of our Overseas operation, our Federation has perhaps made it's most outstanding contribution.

The \$100,000 allocation was the shot heard around the world. That \$100,000 and our Federation leaderships guts & ability ^{to stay} / the course was a major impetus behind vast changes in our Jewish Agency system. The Jewish Agencies under the leadership of Mendel Kaplan has begun to steer a new course of greater accountability and new direction. We are delighted at the progress made to date and will continue to support the Agency in it's new endeavors.

Secondly, the \$100,000 set in motion a closer relationship between Jews living in Israel and Jews living in San Francisco. Similar to the Project Renewal Committee, our Overseas Committee now directly relates with Israeli lay leaders in a decision-making process. For their leadership and this overseas endeavor, I must single out Richard Goldman, the first Chairman of the Overseas Committee and Ron Kaufman, the present Chairman of the Overseas Committee.

Finally, I wish to end on a personal note. (Larry: talk about your growing up in Scranton. -- Personal Stuff---As your father did for you. Now you are proud to see your children following in your foot steps, etc, etc at which point, you leap from the stage and fly into the balcony.)

Through my national involvement, I have knowledge regarding the working relationships in Federation. The Lay and Professional leadership works exceedingly well in this Federation. The team work and cooperation of our officers, Board and Staff has been excellent.

I must single out Brian Lurie, our Executive Director, for his assistance and leadership. This community should be very proud of Brian and his accomplishments, particularly in fund raising and his leadership in helping reform the Jewish Agency. But the most important kudos belong to each and every one of our donors.

I'm certain that every President concludes their term with frustration over matters not completed and I have this anxiety. I shall continue to assist in increasing our Campaign and work on social service efforts so that this community can involve more people in it's operations, and therefore, service more disadvantaged people and increase Overseas giving. As now that it's known that we are amongst the seven largest communities in North America, we certainly have the capability of achieving greater heights.

Having come from a background of a family deeply routed in community service, my immediate family makes me feel very proud. My wife, Eleanor has supported me over these many years in every conceivable way and Eleanor you may feel differently about my absences now that I will be home much more. I'm pleased that my children, Mark and Lisa and their spouses, Jamie and Doug are so involved in the Jewish Community. This is a beacon that lights the way for the continuation of service to our four wonderful grand children, David, Eve, Mathew and Jason.

Husband-wife team put heads together to chair G.A.

The most obvious thing about Larry and Eleanor Myers is that they bring humor and enjoyment to everything they undertake, as witnessed by their ready smiles and cheery greetings.

And it's a good thing — otherwise, the work involved in being general co-chairs of this year's General Assembly might have stressed them out.

As co-chairs they presided over the steering committee of 50 and the volunteer group of about 800 who were responsible for putting together all the host events and services for the Council of Jewish Federations' 59th G.A.

Although they displayed geniality in handling the situation, it became clear that neither was a pushover. Larry, for instance, had to confront the questions that flew thick and fast from the steering committee when it became apparent there was union unhappiness over the use of the Parc Fifty Five Hotel. Committee members agree he was pleasant but firm and, most of all, fair to all the parties concerned.

Eleanor is no yes-person either. A federation staff member who heard her take Larry to task over a G.A. issue, said: "Gee, you wouldn't believe the two of them woke up in the same house this morning,

would you?" But they insist they had no problem working as a husband-and-wife team. "We've been working together in a marriage for 38 years, so I don't think it's that big of a deal," said Larry, laughing.

"We split the tasks," Eleanor added. "Larry concentrated on dealing with the CJF, the hotels and so forth, and I concentrated more on dealing with the various chairs."

Larry, who was a vice president of the CJF in the mid-'80s, has been attending G.A.s and CJF quarterly meetings with Eleanor since 1978.

"Which is presumably why," he said, "I was approached by former [Jewish Community Federation] president Annette Dobbs, and asked whether Eleanor and I would work at heading up the direction and tone of this G.A."

There are other reasons, too, for having asked Larry and Eleanor to do the job.

For one thing, besides his presidencies in a number of local agencies, Larry was president of the JCF from 1986 to 1988 and presided over the completion of the largest demographic study of Jews ever carried out in the Bay Area; the beginning of a massive, community-wide strategic



Larry and Eleanor Myers stay calm and cool while chairing the General Assembly.

planning process; the undertaking of two of the largest fund-raising drives in JCF history; and the allocation of \$100,000 directly to Israel, by passing the traditional channels of the Jewish Agency.

"I guess you could say I know the community pretty well," said Larry. "But I think we've enjoyed this job so

ed. But have they enjoyed organizing the G.A., and was the experience what they expected?"

"Well, I'll tell you," said Larry, "even though the size of the task was known — even though we saw what went into organizing a G.A. by attending last year's in Cincinnati and following the chairman around throughout — I didn't expect the job to be as monumental as it has been. Also, we've been working with a very tight budget and my major concern has been to be fiscally responsible."

"But although it's been one of the most difficult things I've done, it's also been one of the most fulfilling. I'm really talking about the support from all the people in the federation and in the community — it has been excellent. And I'll tell you that, without G.A. coordinator Susan Mall, we would have been lost. She really is a pro."

"That's for sure," Eleanor agreed. "The best thing about it has unquestionably been the support and friendship that has flowed from all of our local communities. And it's so important that the community has become excited about the G.A. We wanted to involve everyone — wanted everyone to see a G.A. and what it's like."

"It's very exciting to see 3,000 professional and lay leaders working together."

SUBJECT: RECOMMENDATIONS TO THE OVERSEAS COMMITTEE

FROM: RON KAUFMAN

1. COLVIN, Ken
2. DICK, Randy
3. FELDMAN, Jesse
4. GOLDMAN, Richard , Chairman
5. GREEN, William
6. LOWENBERG, Bill
7. MYERS, Larry
8. ROSENBLATT, Dr. Andrew
9. RUBENSTEIN, Michael
10. SINTON, Robert , Vice Chairman
11. SWIG, Cissie
12. SWIG, Mel

EX-OFFICIO:

13. Chairperson, Planning & Budgeting Committee: Raquel Newman
14. Vice Chairperson, Planning & Budgeting Committee: Mel Wasserman
15. Chairperson, Project Renewal: Annette Dobbs
16. Vice Chairperson, Project Renewal: Alan Rothenberg
17. President: Ron Kaufman

October 31, 1984

OCTOBER 31, 1986

JCF to channel \$100,000 directly to Israel

By WINSTON PICKETT
Of the Bulletin Staff

In a move designed to personalize the relationship between U.S. and Israeli Jews, the Jewish Community Federation in San Francisco has decided to channel \$100,000 "directly to projects in Israel," independent of its regular allocation of campaign funds through the Jewish Agency.

By appropriating the money directly, the JCF, working with its Israeli counterparts,

can selectively choose what projects it wants to aid, according to Rabbi Brian Lurie, executive director of the JCF.

The \$100,000 funding, in the form of a one-year renewable grant, was approved by the JCF board in September and is scheduled for final board action in December, Lurie reported.

He explained that the bulk of the funds will be directed in three major areas: democracy in Israel, including Arab-Jewish relations; Israel-diaspora relations; and projects to en-

courage religious pluralism in Israel.

"For many Americans, these are burning issues and areas that are of critical importance to the future of the state of Israel," Lurie said. "They are also areas in which Israelis have repeatedly asked us to become involved."

Lurie announced the grant at a recent plenary session of the Third World Assembly of Young Jewish Leadership held in Tiberias, Israel. The 44-year-old JCF director was a panelist — along with Shimon Ravid, director

general of the Jewish Agency; Ted Young, chairman of the UJA Young Leadership Cabinet; and Iddo Dissentshik, editor of the *Ma'ariv* newspaper — in a discussion on *The Layman and the Jewish Establishment*.

Recommendations as to how the money is to be spent will be made by board members of Amuta, an Israel-based board of seven lay leaders chaired by Avraham Infeld and staffed by Shlomit Laquer, director of the federation's Israel office in Jerusalem. Amuta is

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JCF to channel \$100,000 directly to Israeli projects

(Continued from Page 1)

the Israel counterpart to the federation's overseas committee, which put forward the \$100,000 proposal. According to Ron Kaufman, vice chairman of JCF's overseas committee and immediate past president of the Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, the main function of Amuta is to oversee the federation's Jerusalem office and to implement a host of programs.

Those programs, he said, include San Francisco missions, providing services such as networking and newsletters for Northern California olim (immigrants), and helping coordinate projects for San Francisco's Project Renewal cities, Tel Hlanan and Kiryat Shmona.

Most importantly, he added, Amuta "serves as a sounding board of prominent Israelis in the private sector, and forms the core of a volunteer group in Israel that can interface with American federation leadership."

Although Amuta now is composed of seven lay leaders, including Yehiel Admoni, past director general of rural settlements and Project Renewal for the Jewish Agency, one of the first changes to be made is the expansion of the group to 15, Kaufman said.

According to JCF President Laurence Myers, some national Jewish leaders may see the federation's move as a radical departure from convention. Normally, he noted, money collected for Israel through United Jewish Appeal campaigns in the United States is distributed to various recipients by the Jewish Agency.



Ron Kaufman
... lie-in with Amuta



Brian Lurie
... personalizing ties



Laurence Myers
... not a departure

"This isn't a departure, it's an experiment," he emphasized.

"When you consider that this is \$100,000, compared to the \$8.5 million from our campaign" — which will be distributed through the Jewish Agency for projects in Israel such as *aliyah* (permanent immigration to Israel), Project Renewal, youth aliyah, Israel's seven universities, and kibbutzim and moshavim (cooperative farms) — "this hardly can be considered a threat," he said.

Added Myers: "Naturally, the specific allocations stemming from the \$100,000 appropriation will receive a very thorough process through the committees in Israel, as well as the federation's overseas subcommittee, the overseas committee itself, the executive committee and the board of directors."

tee, and, finally, our board of directors."

Nevertheless, some sources may consider the move to imply a criticism of the Jewish Agency's allocation process. When San Francisco opened its own office in Israel two years ago — the first city to do so in the country — that move also was greeted with a cool reception.

Said Myers, "Even if the agency were perfect, we would still initiate this program because this is a way of involving more people from the Bay Area in Israel-diaspora relations and expanding the direction of our partnership."

"We know from experience that the more people you bring into a project, the more they become involved on a personal level, resulting in a more productive relationship."

ship between Americans and Israelis."

According to Lurie, the decision to allocate \$100,000 directly to Israel follows several years of increased ties between Bay Area Jews through programs such as Project Renewal, the exchange of *shlichim* (emissaries), and *Otzma*, a kind of Jewish Youth service corps.

"It's a growing trend," he added, noting that big city federations from Los Angeles to Montreal also have initiated joint American-Israeli programs such as *Otzma* on an ever-increasing basis. "What the federation's initiative does — its Israel office, together with the lay leadership component — is make sure this growing relationship can be sustained."

added.

It's also an alternative that Israelis themselves have encouraged Lurie maintained. "They welcome our input and are asking us to work closely with them to shape the moral fabric of Israel's future. The know issues like religious pluralism in Israel and Jewish-Arab relations are crucial for us, and that we need a vehicle for our concerns," he said.

When asked what would happen if other federations chose to follow San Francisco's lead and begin funding projects of their own, Lurie said he would hope that the UJA and Council of Jewish Federation would coordinate the efforts on a national basis.

But whatever the outcome, Lurie said he thinks the allocation came at a critical time, following a year of religious and social tension in Israel that has left many Americans wondering how Israel can reconcile the demands of democracy with those of a distinctly Jewish state. "What this means," he said, "is that we don't have to feel we can't get involved. We can, and we must, contribute to the burning issues that ultimately affect us all as Jews."

COMMENTARY

Jewish Agency reforms a priority for S.F. federation

Over the almost 40 years of Israel's existence, Jews in the diaspora have pledged their support and faith in the future of the Jewish state through philanthropy, *tzedakah*, the voluntary giving of funds. The Jewish Agency in Israel has been the principal allocation institution to which these funds flow. In recent years, dissatisfaction has grown over the way in which funds have been allocated, and the limited voice diaspora Jews have had in determining just how and where the money they raised actually was spent.

The Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties (JCF) has had an active role in helping to spark operational and funding reforms in the Jewish Agency. In 1986, we allocated \$100,000 to directly fund programs in Israel. An advisory body, an *amuta*, made up of Israeli volunteers, was set up to help determine exactly which programs the money would fund.

We also opened an office in Jerusalem to reinforce our interest and participation in making positive changes in the Jewish Agency. This kind of direct representation and pressure helped lead to the structural and operational reforms within the Jewish Agency that are now beginning to take hold. The Jewish Agency's Board of Governors also has responded with numerous reforms dealing with the structure and assets of the Agency.

The information on the funding of Orthodox programs in Israel, outlined by Charles Hoffman in last week's *Jewish Bulletin*, is one of the many issues our federation has been re-examining. It's yet another reason why we have been working



rabbi
brian i. lurie



laurence
myers

GUEST COLUMN

so hard to reform the Jewish Agency.

We strongly believe that the Agency must be depoliticized. Therefore, we are working to ensure that party politics and political coalition-building do not continue to find their way into the Jewish Agency.

As long as the Labor Party and the Likud are the two major players in the Agency structure, they will continue to try and court the various religious parties (such as the Shas and Agudat Yisrael parties) for their votes. This means special allocations to right-wing and other ultra-Orthodox institutions in Israel. If they wish to do that in the Knesset, it is their right as an independent governing body of the state of Israel. But it should not be the place of the Jewish Agency to make such allocations.

We also have endeavored to point the Agency in new directions of funding, such as strengthening Israel-diaspora relations and Jewish pluralism, and strengthening democracy in Israel. All of these areas legitimize points of view that are not

always consistent with right-wing Orthodoxy.

These positions should not in any way be interpreted as an attack on Orthodox Jews. We are committed in this federal and around the world to Orthodox institutions strengthen all of Jewry and do not separate Jew from Jew.

Our federation leadership will continue to work with Natan Del Kaplan, the Jewish Agency's new chairman of the Board of Governors, and Norman Lipoff, chairman of the Aliyah Committee, to secure funding for institutions that are constructive for all Israelis and all Jews. We also will continue to support positive reforms to ensure that the dollars we raise are spent on programs that are most beneficial and most urgently needed, keeping politics out of it.

Rabbi Brian Lurie is executive director and Laurence Myers is president of the Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties.

JCF asks for support of Israel, peace plan

By TAMAR KAUFMAN
Of the Bulletin Staff

In light of growing controversy over the unrest in Israel, an unprecedented statement has been issued by the Jewish Community Federation's executive committee that supports both Israel and a new American initiative for peace talks.

While affirming that "the security of Israel is a prime concern for all Jews" as well as Israel's right to protect its citizens, the executive committee also noted that "the use of excessive force is wrong and inconsistent with Israel's historic pol-

icy and practice."

The statement by the executive committee of the Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties last Thursday echoes an earlier statement "of unity and identification with the embattled nation of Israel" issued by 51 national Jewish organizations, including the 42 that make up the Conference of Presidents of Major American Jewish Organizations and nine that have observer status.

Meanwhile, as the violence in the West Bank and Gaza entered its



Photo by Winston Pickett
Discussing a recent statement by the JCF's executive committee, about the violence in Israel's administered territories, are federation president Laurence Myers (left) and executive director Rabbi Brian Lurie.

third month Tuesday, and as the fatality total reached 50, San Francisco's Jewish Community Relations Council also met to discuss the is-

sue. It, however, decided against issuing or endorsing a statement at this time, indicating instead that it

(See JCF, Page 31)

JCF committee backs peace initiative, raps violence

(Continued from Page 1)
requires more study.

The latest American peace initiative, details of which were released Tuesday night, calls for an international meeting, elections this year in the occupied territories leading to a government for the Palestinians, and a stepped-up autonomy plan similar to the one outlined in the Camp David Accords of 1978.

In an interview Tuesday, Rabbi Brian Lurie, the federation's executive director, stressed the importance of supporting the American plan, observing that it "moves the situation in a quicker fashion than the Camp David Accords."

"Israel's in agreement with that right now," he noted. "They're not saying it has to be the way it was outlined by [former Israeli Prime Minister Menachem] Begin and [the late Egyptian President Anwar] Sadat. They're saying that there have to be elections now in the West Bank and Gaza — and this is supported by both Labor and Likud."

The two main factions of Israel's unity government long have been at odds over the convening of an international peace conference, however, with Prime Minister Yitzhak Shamir of the Likud Party

voicing opposition and Foreign Minister Shimon Peres of Labor pushing the idea.

Calling the American initiative "the best chance" for a peaceful solution, Lurie also called U.S. Secretary of State George Shultz a friend of Israel with no peer among those who have held his position. "It's an unusual time," he insisted. "Therefore, the U.S. Initiative should be taken seriously."

The statement by the Conference of Presidents of Major American Jewish Organizations, on which the JCF's executive committee based its stand, reaffirmed the primacy of Israel's security for all Jews even as it voiced regret at the loss of life in the territories. The statement also noted Israel's "long history of restraint" in its "legitimate efforts to oppose terrorism and violence."

Said the conference statement: "We have received assurances from the president and prime minister of Israel that the policy of restraint continues. We have expressed to them our concern regarding any departures in contradiction of this long standing policy and practice. We trust that this policy will be uniformly implemented."

The statement continued: "For decades, the Palestinian Arabs of Gaza, Judea and Samaria have been exploited and victimized by the Arab world. Except for Egypt, the Arab states have refused to come to the peace table to negotiate a settlement with Israel. They have refused to integrate their Arab brethren into their societies, and they have resisted Israel's efforts to improve conditions that breed today's despair, frustration and hatred. The PLO continues its policy of terrorism aimed at destroying Israel."

The briefer federation statement includes that same paragraph.

JCRC chairman Andrew Colvin repeated the charge of Arab intransigence, pointing especially to Syria, "which has always been the chief, although not only, impediment to a solution."

The federation statement also said: "We reiterate our love and support for the people of Israel, for their commitment to democracy and freedom, and for their courageous efforts to receive and resettle Jews from every corner of the world."

"Toward that end, we welcome the efforts of the United States with Israel and others to move the peace process forward to a just and lasting peace."

Asked why the federation's executive board took the unusual step of issuing a statement on a controversial Israeli matter, president Laurence Myers replied, "We felt we should make a statement at this time because we represent the community in a broad sense, and this was the collective thinking of our executive committee."

He also said it was not meant to counteract harsher criticism that has been aimed at Israel from other sources, most recently a petition signed by 90 prominent Bay Area Jews. The petition was presented to the general media during a press conference, while the federation statement was released exclusively to the *Jewish Bulletin*.

"I think the statement stands on its own," Myers said. "These are our leadership's thoughts."

Lurie added the Jewish community "is inundated by the media and it wants to know where its leadership finds itself at this very difficult time."

"This [statement] attempts to balance the perspective that you don't get from television or newspapers, the historical nature of the dilemma."

David Biale, director of the Center of Jewish Studies at Berkeley's Graduate Theological Union and one of the organizers of the petition, responded to the JCF statement with disappointment.

"In my judgment, the statement, while properly affirming the concern of all Jews for Israel's well-being, fails to address the central threat to Israel today — namely, the continuing occupation of the territories," he said. "The tactics used by Israel to suppress the present uprising may or may not be excessive, but a condition of occupation necessarily leads to violent rebellion and equally violent repression. The Jewish community should contribute toward breaking this deadly cycle instead of perpetuating it."

The federation statement and the local petition became part of a wave of pronouncements by Jewish leaders on current events in Israel's administered territories.

organization, which sent a letter to Israel's prime minister deploring "the policy of deliberate beatings ordered by Defense Minister [Yitzhak] Rabin in the territories as beyond the moral bounds of Jewish values."

"We call on all parties, including the Arab states, to convene a peace conference for the Middle East. The situation has become desperate, largely due to the refusal by the Arab states to recognize and negotiate with the state of Israel."

The letter also called on "all Jews to continue steadfast in support of the state of Israel and to recognize its many moral and democratic accomplishments."

Continued support for Israel also was stressed by JCF's Lurie.

"There are some people in the

community who may want to send a message to Israel by withdrawing their support for the federation," he said. "That misses the point of what we do. We're engaged in strengthening the human community in Israel, to help, for example, 1.5 million immigrants who came during the 40 years of existence of the state, largely Arab lands."

"We don't raise money for the government, we raise money for the people."

The executive director said that anyone wishing to make a contribution to the campaign "support the [American peace] initiative, write Shultz, Congress, encourage the government, and hope they respond accordingly."

JCF's statement talks of restraint

The complete text of the statement passed by the JCF's executive committee is as follows:

The security of Israel is a prime concern for Jews everywhere. In its legitimate efforts to oppose terrorism and violence, Israel has consistently used as much restraint in its response as was possible, but the security and safety of its citizens remains its paramount objective.

For good reason, the world holds Israel — and Israel holds itself — to a high standard. The use of excessive force is wrong and inconsistent with Israel's historic policy and practice. We join with Israel in deeply regretting the loss of life and casualties, the destruction of property, and the breakdown of civil order in the territories during recent weeks.

Our national Jewish leadership has recently received assurances from the president and prime minister of Israel that they will continue a policy of the maximum restraint possible under these trying circumstances. They

also expressed our concern regarding any departures in contradiction of this policy and practice.

For decades, the Palestinian Arabs of Gaza, Judea and Samaria have been exploited and victimized by the Arab world. Except for Egypt, the Arab states have refused to come to the peace table to negotiate a settlement with Israel. They have refused to integrate their Arab brethren into their societies, and they have resisted Israel's efforts to improve conditions that breed today's despair, frustration and hatred. The PLO continues its policy of terrorism aimed at destroying Israel.

We reiterate our love and support for the people of Israel for their commitment to democracy and freedom, for their courageous efforts to receive and resettle Jews from every corner of the world.

Toward that end, we welcome the efforts of the United States with Israel and others to move the peace process forward to a just and lasting peace.

JCRC statement talks of survey

The complete text of the statement by Andrew Colvin, chairman of the JCRC, is as follows:

Because of the fast moving events in the Middle East, the JCRC will devote our energies to explore and support the current American Initiative, for which there is much receptivity in Israel and much opposition in Syria, which has always been the chief, although not only, impediment to a solution. In addition, we will continue our activities to put the current situation in the proper historical context.

Since the JCRC process dictates that any statement which is issued must reflect a broad consensus within the organized Jewish community, the process leading to such a statement must, of necessity, take time to be formulated. More than 50 organizations and synagogues are represented in the council, and their opinions and suggestions need to be re-

The JCRC will circulate a draft statement to be considered not only by those delegate groups but also by committees of the JCRC in Sonoma, Marin, North and South Peninsula. Until that process is completed, the JCRC must devote itself to supporting efforts to find the long-range solutions which alone will put an end to those tragic events unfolding daily in the Gaza and the West Bank.

The preliminary results of the recent community-wide survey which we conducted just a few weeks ago reveals not only un-eroded support for Israel but a desire for such constructive efforts. There was also broad support for the position that, while American Jews should be able to criticize Israel, any criticism of Israel should include reminders that the main problem is Arab intransigence.

A full analysis of the survey

December 15, 1988

ACTION:

- F. It was moved, seconded and passed to appoint the following individuals to serve on the Ad Hoc Committee on "Who Is A Jew":

Melvin Swig; Ad Hoc Chair, Endowment Vice Chair
Max Bernstein; Project Renewal Chair
Jerome Braun; Past President
Annette Dobbs; Ex-Officio
Dianne Feinstein; Delegate
Jesse Feldman; Past President
George Foos; Current Camp Chair
Stewart Foreman; B & A Chair
Sam Gill; Project Renewal Vice Chair
Richard N. Goldman; Past President
Frances D. Green; Past President
Peter E. Haas; Past President
Ron Kaufman; Past President, Overseas Chair
Robert Kirschner; Delegate
Samuel A. Ladar; Past President
Alvin Levitt; Overseas Vice Chair
William J. Lowenberg; Past President
Laurence E. Myers; Past President
Sora Lei Newman; BJE Chair
Dr. Andrew Rosenblatt; B & A Vice Chair
George Saxe; Strategic Vice Chair
Donald Seiler; Endowment Chair
Robert E. Sinton; Past President
Peter F. Sloss; Endowment Vice
Rabbi Malcolm Sparer; Board Of Rabbis
Ronald Wornick; Strategic Planning Chair

IX Executive Committee Report

- A. Stuart Seiler delivered the December 6 Executive Committee report making specific mention of the Soviet emigre resettlement status. There was also an update made on the Marin Campus project and the South Peninsula Council.

X Overseas Committee Report

- A. Due to time constraints, it was agreed to postpone the Overseas Committee report until the January 17 Board of Director's Meeting.

The meeting was adjourned at 1:45 pm.

Respectfully Submitted,



Lauren Dellar

Assistant to the Executive Director

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Eleanor K. Glaser

Raised and educated in the Middle West. During World War II, spent two years in the U.S. Marine Corps Women's Reserve.

Senior year of college was taken in New Zealand, consequently A.B. degree in sociology from University of Michigan was granted in absentia. Study in New Zealand was followed by a year in Sydney, Australia, working for Caltex Oil Company.

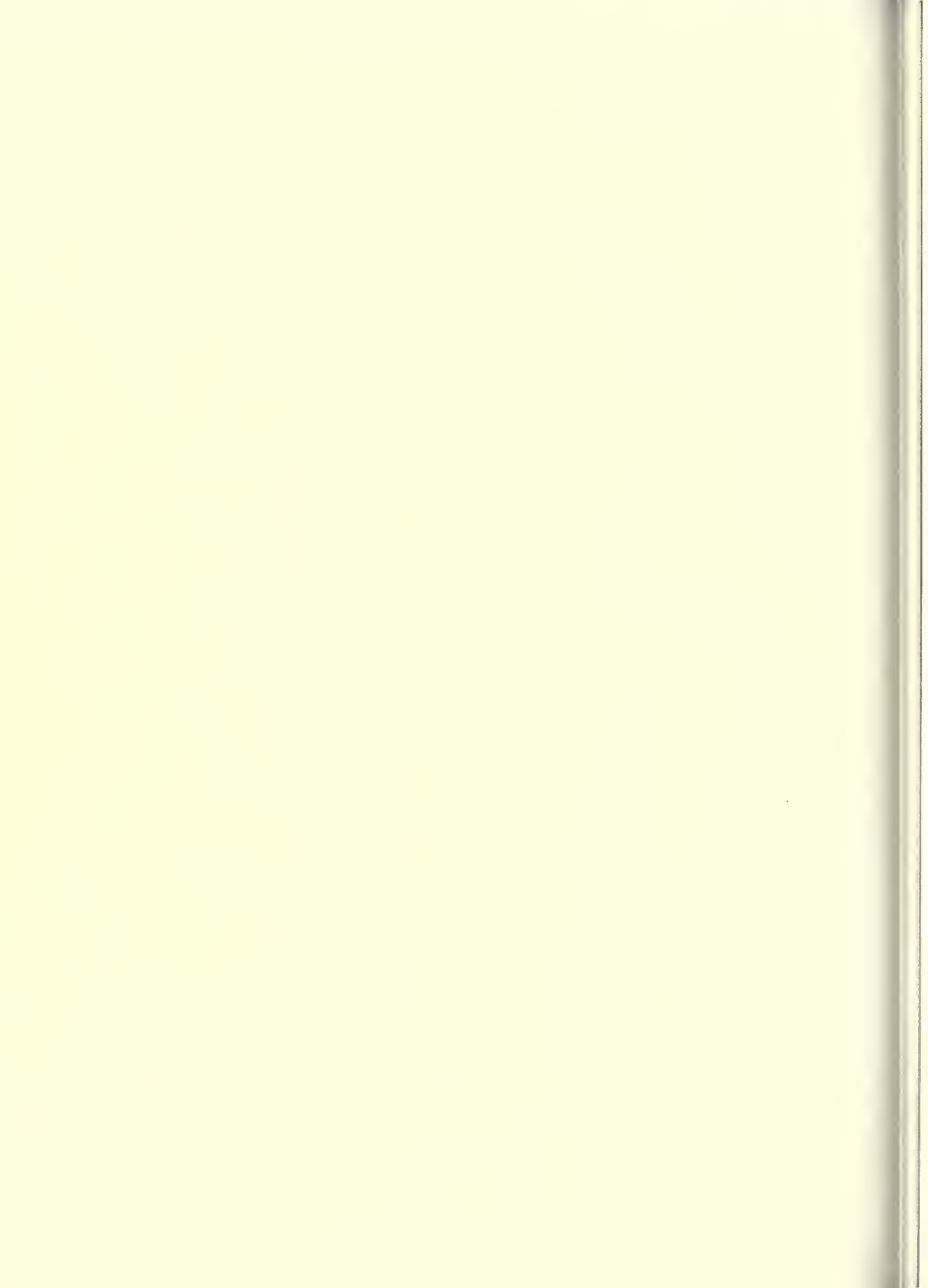
Work experience includes such non-profit organizations as Community Service Society, New York City; National Society for Crippled Children and Adults and National Congress of Parents and Teachers in Chicago.

After moving to California in 1966, joined the staff of a local weekly newspaper, did volunteer publicity for the Judah Magnes Museum and the Moraga Historical Society, and was the Bay Area correspondent for a national weekly newspaper. Also served as a history docent for the Oakland Museum.

Additional travel includes Great Britain, Europe, Israel, Mexico, and the Far East.







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